UW HUMAN RESOURCES

2023 UW STAFF DEMOGRAPHIC BASELINE REPORT

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2023 UW Staff Demographic Baseline Report

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> REPORT OVERVIEW

AT THE UNIVERSITY OF WASHINGTON, DIVERSITY, EQUITY, AND INCLUSION ARE INTEGRAL TO EXCELLENCE, AND WE VALUE TRANSPARENCY AND DATA-BASED DECISION-MAKING. WITH THIS REPORT, UWHR'S INTENTION IS TO PROVIDE A DEMOGRAPHIC PROFILE OF THE STAFF WHO SERVE THE UNIVERSITY AS WELL AS THOSE WHO APPLY TO AND SEPARATE FROM THE UNIVERSITY.

This marks the fourth annual baseline report, allowing us to begin to examine our progress and demographic shifts year over year. Over the course of several years, these reports will provide longitudinal data to help guide our efforts in meeting our diversity, equity, and inclusion goals and creating a more inclusive workplace.

This report focuses on data points for select staff employment categories and includes contextual information about each unique dataset. The aggregate data presented reflects the staff population as of December 31, 2023, and terminations, hires, applicants, and candidates from January 1, 2023, to December 31, 2023.

The data contained in this report is collected in accordance with UW's obligations as a federal contractor and provides an institutional view supporting the Affirmative Action Plan and UW's good faith efforts to, among other things, recruit candidates of underrepresented groups.

This data provides the opportunity to accomplish workforce planning and related efforts in response to the University of Washington [Diversity Blueprint](). In particular, **Goal 4: Attract and retain diverse staff** suggests the following action items:

- ☐ "The University must increase efforts to recruit staff from backgrounds that are underrepresented in higher education, including staff who identify as Indigenous, Black, and People of Color."

- ☐ "The University must increase efforts to retain diverse staff at all ranks and to support the success of diverse staff across the full arcs of their careers."

RESOURCES SUPPORTING AND INFORMING DIVERSITY, EQUITY AND INCLUSION EFFORTS:

- ☐ [Academic Personnel Reports]()
- ☐ [EOAA Overview]()
- ☐ [Staff Diversity Hiring Toolkit]()
- ☐ [UW Diversity Blueprint]()
- ☐ [UWHR DEI pages]()
- ☐ [UWHR DEI Rubric]()
- ☐ [UW Medicine Blueprint for Healthcare Equity (2.0)]()
- ☐ [UW Medicine Healthcare Equity]()

> DATA OVERVIEW

Our datasets

THE DATA IN THIS REPORT IS A RESULT OF SEVERAL DATA SOURCES; EACH SOURCE HAS SPECIFIC PARAMETERS APPLIED TO CREATE A BASELINE ALLOWING FOR FUTURE COMPARISONS AND ANALYSES.

While not every nuance can be captured in this report, UWHR has chosen specific areas of focus, described below. Each of the datasets represent employees included in the following categories:

- ☐ Classified staff (including contract classified, classified non-union and fixed-term appointments)

- ☐ Professional staff and other staff exempt from civil service (including ICA contract staff, Hall Health Physicians, Print Plant and professional staff with project appointments)

Within these employment categories, the datasets represent regular, regular hourly or fixed duration employees along with some employees in temporary hourly appointments or other appointments with less than 50% FTE, some of whom were converted to regular, regular salaried or regular hourly appointments in 2023 (see data variability below). Some temporary/per diem employees are not included in our datasets.

Due to the transition from position designation by the Fin Org financial system to the HR hierarchy implemented for Finance Transformation in 2023, as well as the reporting period changing from fiscal to calendar year, there are slight differences in expected population totals between the 2022 and 2023 reports. However, due to changes in reporting for 2023, this year's report has more accurate and current numbers than previous reports.

DATASET #1 CURRENT EMPLOYEES (12/31/2023)

This dataset represents a snapshot of Workday compensation and payroll data as of 12/31/2023 and includes positions meeting the criteria identified above. The demographic data associated with these employees is collected during the Workday onboarding business processes and can be updated in Workday by employees at any time during employment. Neither choosing nor refusing to provide information will adversely impact the individual.

DATASET #2.A NEW HIRES

This dataset represents all new hires who joined the University between 1/1/2023 and 12/31/2023 in regular appointments. The demographic data associated with the employees represented in this dataset is collected in Workday during onboarding and may be edited by the employee in Workday at any time during employment. "Add job" and "change job" are not included in this dataset.

Note: With the introduction of the HR Hierarchy and other process tracking changes implemented during Finance Transformation, some employees previously categorized in the "Rehire Post-Workday" category are now accounted for in existing employee categories.

DATASET #2.B INTERNAL MOVES

This population represents internal moves within the University for regular appointments only. This population represents a significant number of requisitions and hiring actions for the University regarding employee movement, with important implications for both retention and career development.

DATASET #2.C REHIRES

This year a new category for "Rehires" represents employees who had a break in service from the University and then returned in regular positions through competitive recruitments.

DATASET #3 TERMINATIONS

This dataset represents all staffing event termination activity for the identified population processed in Workday with an effective date between 1/1/2023 and 12/31/2023. Terminations represent full separation from the University and do not represent job changes (transfer, promotion, demotion, lateral move) activity captured in the new hires datasets. The voluntary and involuntary designations are sourced from Workday and are based on reason codes entered by the unit or department at the time of separation.

The number of terminations this year looks significantly different from previous years. Earlier reports double-counted some terminations due to multiple issues around how terminations were entered into Workday and categorized internally, leading to a significant over-representation of terminations in previous years' reports. This year's report shows a more accurate number for terminations at the University, due in part to Finance Transformation and changes in how the University tracks staffing events.

This dataset represents applicant and candidate data sourced from UWHIRES. Due to the implementation of Workday Finance in 2023, there may be some degree of inaccuracy when connecting specific positions hired to organizational units. However, for the purposes of looking at hiring for the University at large, changes due to Finance Transformation had negligible impact on the data. The result and impact to org references is a slight difference between the new hire data and the applicant/candidate data, with the impact some requisitions referenced in the applicant/candidate space will not appear in the final hire space, and vice versa.

Data variability

Datasets are snapshots of the time when they were retrieved and data may shift due to retroactivity in Workday; however, overall accuracy of filters and categories has improved. With the implementation of Workday Finance, we have been able to gain more clarity into how to best categorize and filter different employee groups. Reapplying these filters to data from previous years caused a slight shift in numbers from what was reported before. Although this does introduce discontinuity with prior report methodologies, these changes introduced by Workday Finance are a more accurate reflection of who separated from the University in the past year.

Data is based on human entry. From applicants to hiring managers, data is based on what different users entered at specific points in time and is therefore subject to bias, error and inconsistencies.

In some cases, different options are presented in UWHIRES and Workday, resulting in minor differences or discrepancies. For instance, in UWHIRES "Sex" is a voluntary response and, therefore, "Did not provide data" may appear in the applicant dataset; in Workday "Did not provide data" is not a possible response. In another example, for race and ethnicity UWHIRES does not have a decline to disclose option and the question is not mandatory, so "Did not provide data" could represent a choice not to disclose *or* a missed question.

The data in the previous three UW Staff Demographic Baseline Reports do not include some data in *this* report.

- Some groups of employees elected to join existing unions and bargaining units in 2023, affecting around 1,500 employees in total. The impact to the data means that some groups from previous reports shifted slightly in size, with the shift primarily due to new classifications and union affiliations rather than terminations, job changes or new hires. (Although UAW-RSEs finalized their bargaining agreement in 2023, that population is included in academic reporting rather than in this report.)

There will continue to be changes. As position types continue to evolve, the University may reconsider how to group or reflect represented staff.

Location definitions

Staff appear in datasets derived from the HR Hierarchy and Supervisory Organization Codes maintained within Workday, based on the unit in which staff perform their duties. Previous reports used cost centers organized under financial organization codes that represented employees based on the primary budgets from which they were paid. This means the staffing numbers in this year's report appear different from previous years, although the overall impact is minimal.

FIGURE 1. **MAJOR ORGS AND SUPERVISORY ORG CODES**

Major Org	Supervisory Org Code	Prior Financial Org Codes
UW Medicine (Harborview, UWMC Montlake, UWMC Northwest, Shared Services, Airlift NW)	MED	312
UW Bothell	UWB	500
UW Tacoma	UWT	600
Seattle Campus, including Health Sciences	All other Org Codes	200-304

Staff definitions

FIGURE 2. **PROFESSIONAL STAFF AND CLASSIFIED STAFF**

Type	Includes
Professional Staff Grades 11–14	Executive/senior-level officials, administrators and directors, as well as researchers, analysts and other professionals across the UW.
Professional Staff Grades 8–10	First-/mid-level officials, administrators, managers, researchers and analysts, and other professionals in various fields across UW.
Professional Staff Grades 5–7	Managers, analysts, specialists, coordinators and other professionals in various fields across UW.
Classified Staff	Contract-classified employees represented by unions and classified non-union (CNU) employees in positions administered by the State of Washington.
Other Exempt Staff	Employees in various professional fields across UW also subject to a union bargaining agreement.

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BREAKDOWNS & CHARTS

> VETERANS

On the 12/31/23 single-day snapshot, 2.2% of University of Washington staff (N = 29,723) responded they hold a veteran status. Of those who identified as veterans, 77.6% were male and 22.4% were female.

During the reporting period (1/1/23 – 12/31/23), 2.6% of the University's new hire population (N = 3,875) self-identified as veterans in UWHIRES.

During the reporting period (1/1/23 – 12/31/23), 2.7% of the population of individuals who separated from the University (N = 3,928) were veterans, based on data available in Workday at time of separation.

OBSERVATIONS

Due to shifts in data, variations in reporting periods, additions to our workforce through numerous avenues, the transition to a new employee reporting structure due to Finance Transformation, and limited longitudinal data, we cannot yet reach any firm conclusions regarding long-term patterns or trends in veteran employment at the University. We can, however, compare the data from 2023 to previous reports to provide context for current figures.

This year's report shows little change in the current staff population compared with the previous year's report. The data shows a slight increase in the proportion of terminated employees who self-identified as veterans in the reporting period (2.7%) compared to the 2022 report (2.3%), but this proportion is still lower than in the 2021 report (3.2%). The veteran internal move rate was identical to last year (1.9% in both 2022 and 2023) showing retention of veterans has remained consistent.

Looking at termination reason codes, veterans were less likely than other University employees to leave for personal reasons (5.6% for veterans compared to 12.0% for non-veterans), but more likely to leave due to General Resignation – No Reason Given (32.4% veterans, 26.5% non-veterans). Veterans were also more likely to leave due to General Resignation – No Reason Given in 2023 compared with 2022 (32.4% in 2023, 21.4% in 2022).

In 2022, 56.4% of new hires did not provide data on veteran status; for 2023, this proportion decreased to 43.4%. In 2022, 32.4% of internal moves did not provide data on veteran status; in 2023, that proportion increased to 33.9%.

Veteran status breakdowns

FIGURE 3. **CURRENT STAFF**   ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 29,723

Veteran	2.2%
Non-Veteran	67.5%
Did not provide data	30.2%

FIGURE 4. **TERMINATED STAFF**   ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 3,928

Veteran	2.7%
Non-Veteran	53.9%
Did not provide data	43.4%

FIGURE 5. **STAFF NEW HIRES**   ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 3,875

Veteran	2.6%
Non-Veteran	36.4%
Did not provide data	61.0%

FIGURE 6. **INTERNAL MOVES**   ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 3,081

Veteran	1.9%
Non-Veteran	64.3%
Did not provide data	33.9%

FIGURE 7. **REHIRES**   ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 800

Veteran	1.8%
Non-Veteran	53.1%
Did not provide data	45.1%

> DISABILITY STATUS

STAFF RESPONSE TO DISABILITY QUESTIONS

This year's data shows an increase in employees self-identifying as having or having had a disability: 12.4% as of 12/31/2023 compared with 5.7% of current employees as of 10/31/2022, and 3.7% of current employees as of 10/31/2021. In addition, self-reporting on disability status from current employees increased from 49.1% in 2022 to 72.4% in 2023.

This tendency held true within our hired population as well. In the 2022 report, 0.8% of new employees did not report any disability status and this year the non-response rate dropped to 0.4% for employees new to the University and 8.1% when we look at all hiring actions (including internal moves and rehires). Given the total number of new employees also grew substantially this year, that is a significant improvement in reporting overall.

Current female employees reported having a disability at a higher rate than male (13.1% and 11.0%, respectively), but both groups reported they do not have a disability at about the same rate (53.3% females, 53.8% males).

This year's report shows 13.1% of terminations indicated they have or have had a disability; for FY22, that number was 8.1%. This increase may be due in part to the increases in self-reporting and disclosure mentioned above.

OBSERVATIONS

The numbers reflect an immense increase in the response rate for disability status for both current and newly hired staff for the third year in a row. We can attribute this dramatic rise in self-reporting to a confluence of University efforts and circumstances.

Over the past three years, there has been more information sent to employees and UWHR has increased efforts to encourage employee reporting. Then, prompted by an updated self-identification form from the federal Office of Management and Budget, which expanded the reasons why someone may identify as having or having had a disability, numerous offices around the University updated systems, processes and resources around surveying disability status. In 2023, UWHR, the Office of Academic Personnel (OAP) the Office of Equal Opportunity and Affirmative Action (EOAA), the Office of the ADA Coordinator (ADA), UW-IT: Accessible Technology Services (ATS) and the Integrated Services Center (ISC) worked together to update the disability disclosure form in Workday, UWHIRES and Interfolio; set up Workday to notify employees of an updated form with simplified and more accessible Workday instructions; and released a new disability status FAQ page. Additionally, these offices have engaged with organizational leaders frequently on the importance of disability self-identification.

Finally, perhaps the most important factor to consider is that response rate relies on employees being comfortable enough to share with the University as their employer if they have or have ever had a disability. To that end, in 2023 communications and resources encouraging staff to update their personal information in Workday included information about confidentiality of disability status and the ways the University protects the privacy of personal data.

Another example of this increased emphasis on data collection and data privacy is Welcome Day. For the in-person sessions of Welcome Day (new employee orientation) a segment has been developed about demographic data at the University. It includes information on the importance of data collection; veteran, disability and race/ethnicity demographics at the University; and time to respond to questions and answers around how data is used and protected. Given nearly 1,200 new employees attended an in-person session of Welcome Day in 2023, this data collection content may have had a positive effect on self-reporting by new employees.

With the higher reporting rate of University employees this year, 12.4% of current employees identified as having a disability. This is a sharp increase from the 5.7% rate in 2022. For comparison, the University is reporting a population with a disability at a higher rate than the national workforce (6.3%), state workforce (6.7%) and regional workforce (5.9%) as reported in American Community Survey 5-year estimates. The University disability population more closely resembles Washington state's overall disability population (15.2%).

When we compare the University disability population to other state employee populations, the University exceeds the disability population of state workers at the national (6.6%), Washington state (7.5%) and Seattle-Bellevue-Tacoma metro area (5.9%) levels.

Disability status breakdowns

FIGURE 8. **CURRENT STAFF** ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 29,723

Yes, I have a disability	12.4%
No, I do not have a disability	53.5%
Did not provide data	27.6%
Declined to disclose	6.5%

FIGURE 9. **TERMINATED STAFF** ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 3,928

Yes, I have a disability	13.1%
No, I do not have a disability	56.6%
Did not provide data	23.1%
Declined to disclose	7.2%

FIGURE 10. **STAFF NEW HIRES** ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 3,875

Yes, I have a disability	19.3%
No, I do not have a disability	71.7%
Did not provide data	0.4%
Declined to disclose	8.6%

FIGURE 11. **INTERNAL MOVES** ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 3,081

Yes, I have a disability	12.4%
No, I do not have a disability	60.2%
Did not provide data	19.6%
Declined to disclose	7.8%

FIGURE 12. **REHIRES** ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 800

Yes, I have a disability	19.4%
No, I do not have a disability	67.4%
Did not provide data	0.4%
Declined to disclose	12.9%

> RACE & ETHNICITY

RACE & ETHNICITY ACROSS DATASETS

The race and ethnicity data provide a snapshot of the UW staff workforce as of December 31, 2023, and a one-year period of new hires and terminations between January 1, 2023, and December 31, 2023. Compared with recent American Community Survey data from the U.S. Census Bureau, staff at the UW are more diverse than in the city of Seattle and slightly more diverse than the overall Seattle-Tacoma-Bellevue metro area.

Over the past three years, there has been little change in the percentage of newly hired employees who self-identify as Asian, Black or African American, Hispanic or Latino, Multiple, Native Hawaiian or Pacific Islander, or American Indian or Alaska Native (when combining all these groups in this report, we are referring to them as BIPOC, or Black, Indigenous and people of color): 37.5% in 2020, 40.5% in 2021, 40.7% in 2022 and 40.6% in the 2023 report. When accounting for all hiring activity, including new hires, internal moves, rehires *and* add additional job, 42.7% of the 7,789 total hires for 2023 self-identified as BIPOC.

Looking back, in 2020 33.6% of terminations self-identified as BIPOC. In 2021 that increased to 37.4% and again to 40.3% in 2022. This year, of the 3,928 terminated employees, 41.3% self-identified as BIPOC.

In both this year's and last year's reports, both new hires and terminations were similar in reported racial and ethnic composition. If this pattern continues, with similar or increasing percentages of BIPOC hires compared to BIPOC terminations, we are likely to maintain our current workforce diversity or see an increasingly more diverse workforce over time. However, as detailed below, BIPOC representation is still lacking within higher employment grades.

RACE & ETHNICITY LOGIC WITHIN DATASETS

Applicants to the UW have the opportunity to provide race and ethnicity as part of their candidate profile in UWHIRES, newly hired employees have another opportunity to voluntarily provide this data as part of the onboarding process, and current employees can update how they self-identify race and ethnicity at any time in Workday.

When reporting race and ethnicity this report follows federal reporting logic, which uses the following decision matrix:

- If an employee indicates "Hispanic or Latino" then, regardless of additional selections, they are reported as Hispanic or Latino.

- If an employee does not mark "Hispanic or Latino" and chooses more than one race, they are reported as "Two or More Races." In our below visualizations and graphs, we label this as "Multiple."

- All other choices are reported as the single race the employee selected.

OBSERVATIONS: RACE & ETHNICITY IN PROFESSIONAL STAFF GRADES AND CLASSIFIED STAFF

AN UNEVENLY DIVERSE WORKFORCE

The overall data reflects a racially and ethnically diverse workforce at the University and breaking down the data allows us to get a glimpse of where the UW is the most and least diverse. Further analysis reveals racial and ethnic diversity is not evenly distributed across the institution.

- The data shows higher representation of BIPOC staff in lower professional staff grades and in most classified roles. The higher the grade, the less racially diverse the workforce is. This is consistent with data from the 2020, 2021 and 2022 baseline reports.

- Overall, 51.4% of the UW staff workforce is white, compared with 55.3%, 63.7%, and 73.1% in professional staff grades 5–7, 8–10, 11–14, respectively, and 42.9% of classified staff across all locations. Given that classified staff make up 56.5% of the total staff workforce at the UW, classified staff numbers greatly impact overall numbers.

- The population of "other exempt staff," which is 61.4% white, has grown due to the addition of numerous research scientist/engineer and other professional staff job classifications now under a collective bargaining agreement. Most research scientist/engineer positions were in professional staff grades 5–10 for previous reports.

SMALL SHIFTS IN BIPOC POPULATION

As with last year, professional staff grades 11–14 continue to show less BIPOC representation than grades 5–10. Reasons for this include a lower turnover rate than in other categories and, potentially, a more limited applicant pool due to the higher minimum requirements to be considered for these positions when they are posted. For professional staff grades 11–14, 18.7% of staff terminated were BIPOC while 27.7% of new hires were BIPOC. The University hired more employees into grades 11–14 than were terminated in 2023, resulting in a slightly larger net gain of BIPOC representation than a straight comparison of percentages would indicate.

The largest group of professional staff at the University is professional staff grades 8–10. Within this 8–10 group in 2023:

- Of the 571 employees hired, 36.5% identified as BIPOC.

- Of the 655 employees terminated, 33.7% identified as BIPOC.

- Of the 711 internal moves (current employees moving into grade 8–10 positions), 35.2% identified as BIPOC.

- Of the 111 rehires, 36.9% identified as BIPOC.

For professional staff grades 5–7, the percentage of BIPOC staff leaving UW was slightly lower than the percentage of new hires identifying as BIPOC. Additionally, the University hired twice as many employees as were terminated in 2023, so there was an overall growth of the employee population in general as well as within the BIPOC employee population.

Race & ethnicity breakdowns

FIGURE 13. **CURRENT EMPLOYEES** ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 29,723

Black or African American 8.1%
Declined to Disclose 2.7%
Did Not Provide Data 5.0%
Hispanic or Latino 7.2%
Multiple 4.0%
Native Hawaiian or Pacific Islander 0.9%
American Indian or Alaska Native 0.4%
Asian 20.2%
White 51.4%
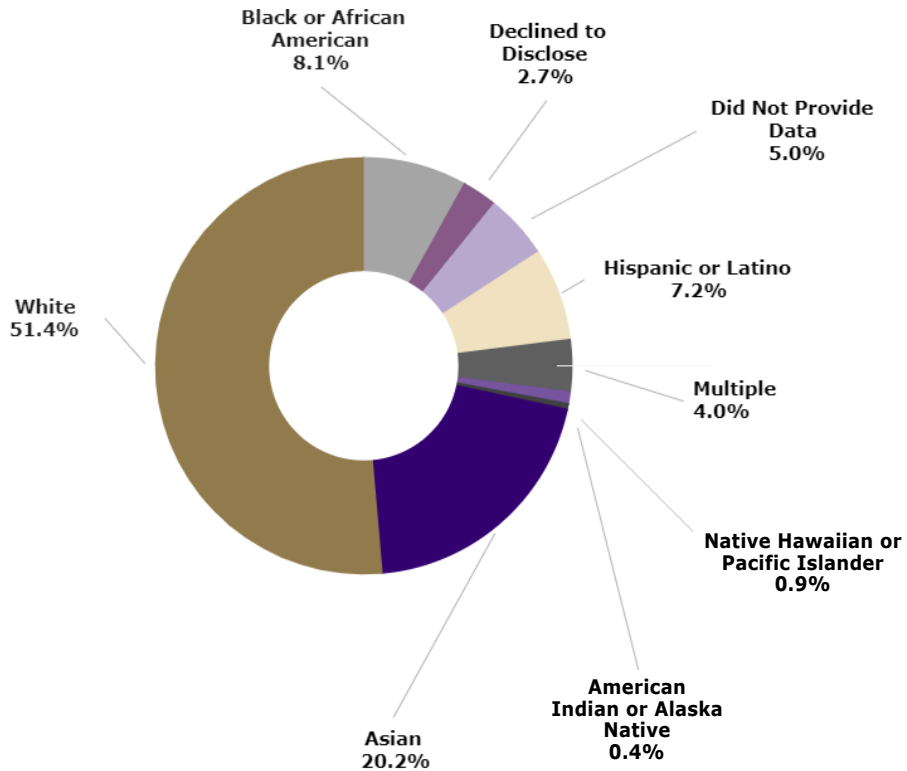
FIGURE 14. **TERMINATED EMPLOYEES** ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 3.928

Black or African American 9.2%
Declined to Disclose 3.1%
Did Not Provide Data 8.0%
Hispanic or Latino 8.6%
Multiple 4.5%
Native Hawaiian or Pacific Islander 0.8%
American Indian or Alaska Native 0.9%
Asian 17.3%
White 47.6%
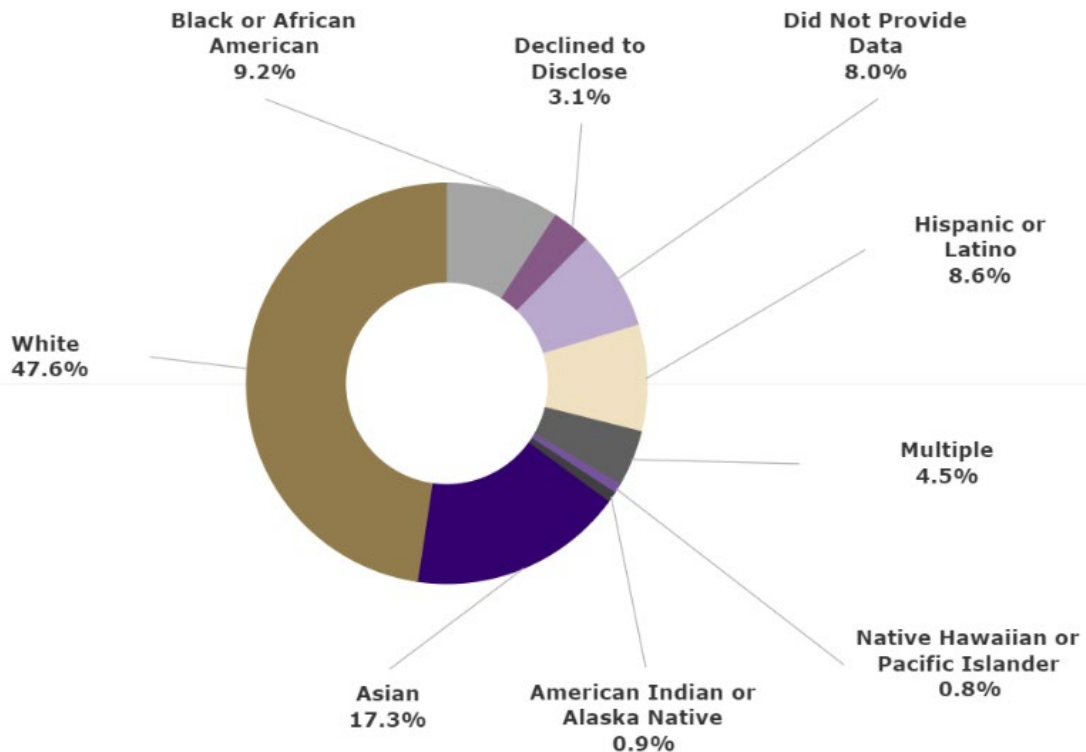
FIGURE 15.
NEW HIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 3,875

Black or African American 10.2%
Declined to Disclose 3.0%
Did Not Provide Data 11.3%
Hispanic or Latino 8.0%
Multiple 4.5%
Native Hawaiian or Pacific Islander 0.9%
American Indian or Alaska Native 0.5%
Asian 16.6%
White 45.1%
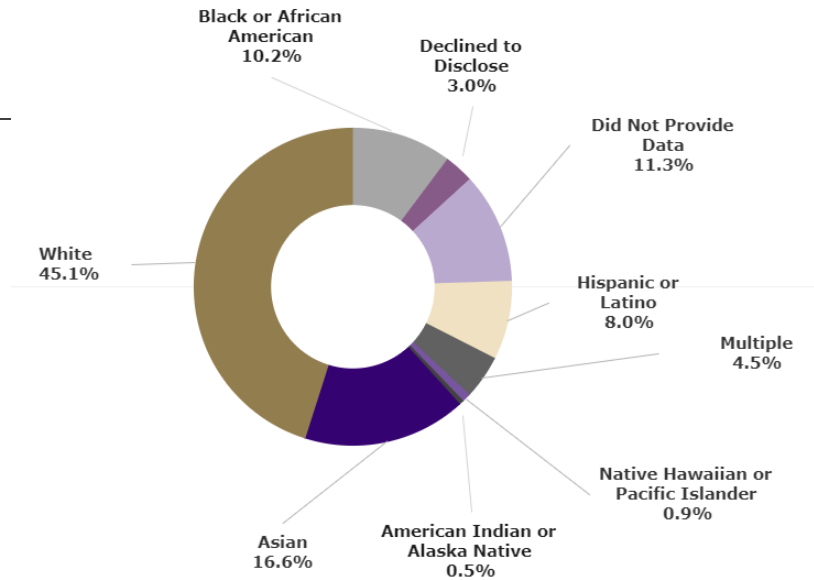
FIGURE 16.
INTERNAL MOVES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 3,081

Black or African American 7.0%
Declined to Disclose 3.0%
Did Not Provide Data 5.6%
Hispanic or Latino 8.4%
Multiple 5.7%
Native Hawaiian or Pacific Islander 0.9%
American Indian or Alaska Native 0.7%
Asian 20.5%
White 48.3%
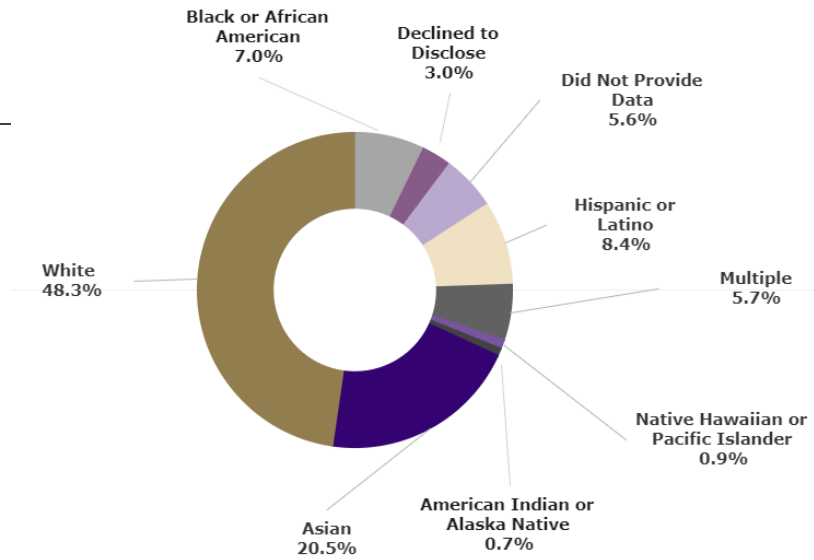
FIGURE 17.
REHIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 800

Black or African American 8.1%
Declined to Disclose 3.1%
Did Not Provide Data 4.6%
Hispanic or Latino 10.3%
Multiple 4.9%
Native Hawaiian or Pacific Islander 0.5%
American Indian or Alaska Native 0.5%
Asian 26.4%
White 41.6%
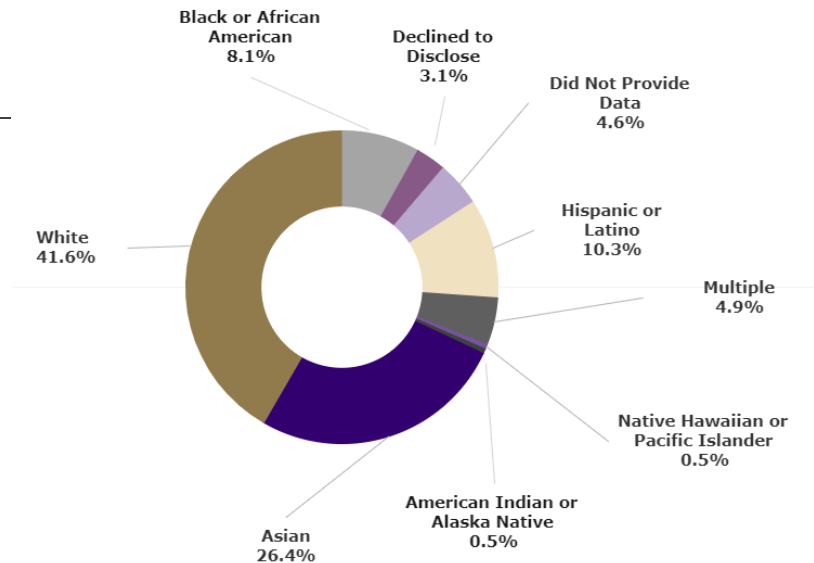
FIGURE 18. STAFF RACE & ETHNICITY BREAKDOWN BY LOCATION
— CURRENT EMPLOYEES ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 29,723

Locations	Seattle	UW Bothell	UW Medicine	UW Tacoma	Total
% Overall represented by location	46.2%	1.3%	51.4%	1.1%	100.0%

Race and Ethnicity Breakdown

	Seattle	UW Bothell	UW Medicine	UW Tacoma
American Indian or Alaska Native	0.4%	0.8%	0.5%	0.0%
Asian	17.0%	14.3%	23.5%	10.6%
Black or African American	5.4%	5.8%	10.5%	6.8%
Declined to Disclose	3.1%	3.8%	2.4%	2.1%
Did Not Provide Data	3.1%	2.5%	6.8%	2.4%
Hispanic or Latino	7.2%	13.3%	6.9%	10.9%
Multiple	4.3%	4.8%	3.7%	6.5%
Native Hawaiian or Pacific Islander	0.4%	0.0%	1.4%	1.2%
White	58.9%	54.8%	44.4%	59.6%
% of Location Population Shown	100.0%	100.0%	100.0%	100.0%

Race & ethnicity breakdowns – Professional Staff grades 11–14

FIGURE 19. **CURRENT EMPLOYEES**   ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 1,321

Black or African American 5.1%
Declined to Disclose 3.3%
Did Not Provide Data 1.9%
Hispanic or Latino 3.7%
Multiple 1.5%
American Indian or Alaska Native 0.3%
Native Hawaiian or Pacific Islander 0.2%
Asian 10.7%
White 73.1%
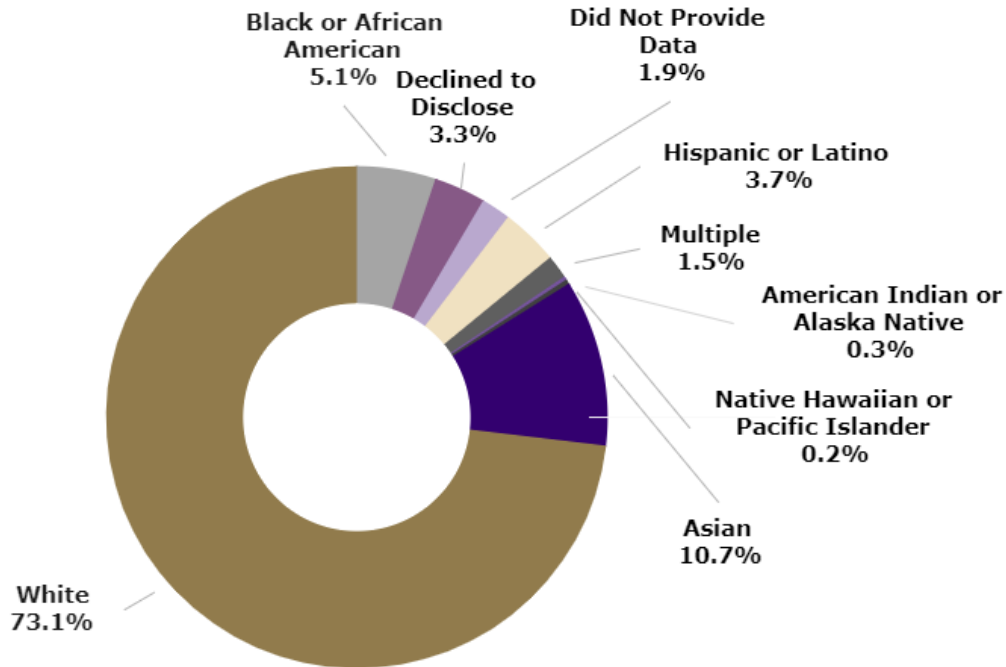
FIGURE 20. **TERMINATED EMPLOYEES**   ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 133

Declined to Disclose 3.8%
Black or African American 7.5%
Did Not Provide Data 2.3%
Hispanic or Latino 5.3%
Multiple 0.8%
Native Hawaiian or Pacific Islander 0.8%
American Indian or Alaska Native 0.8%
Asian 3.8%
White 75.2%
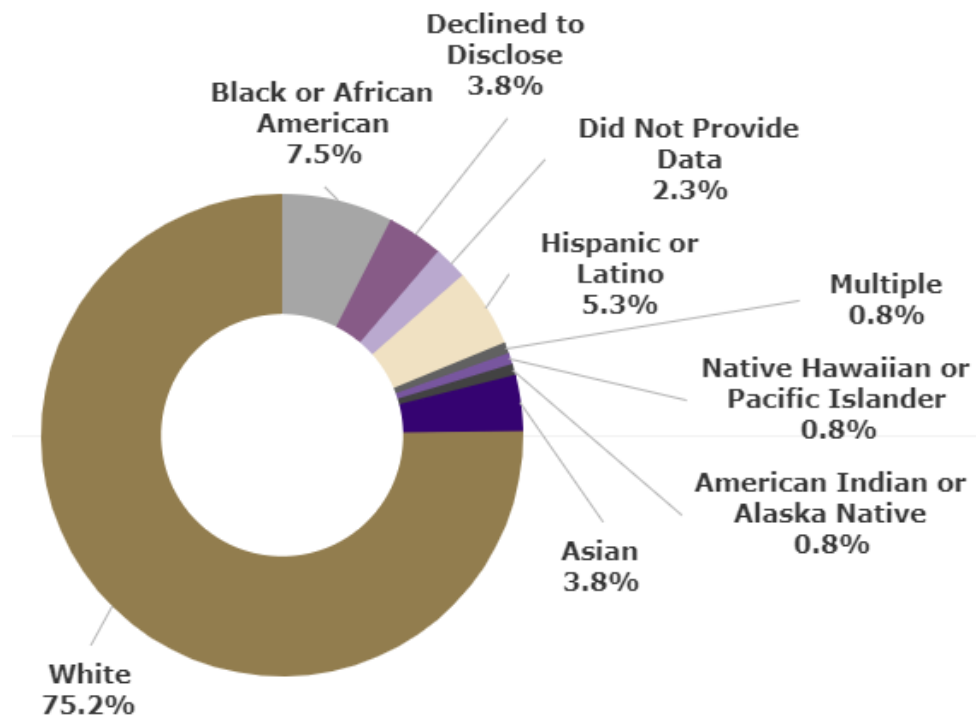
FIGURE 21.
NEW HIRES

▶ ALL LOCATIONS (1/1/23 –
12/31/23)

▶ N = 76

Black or African American 2.6%
Declined to Disclose 3.9%
Did Not Provide Data 3.9%
Hispanic or Latino 7.9%
Multiple 2.6%
Native Hawaiian or Pacific Islander 1.3%
Asian 13.2%
White 64.5%
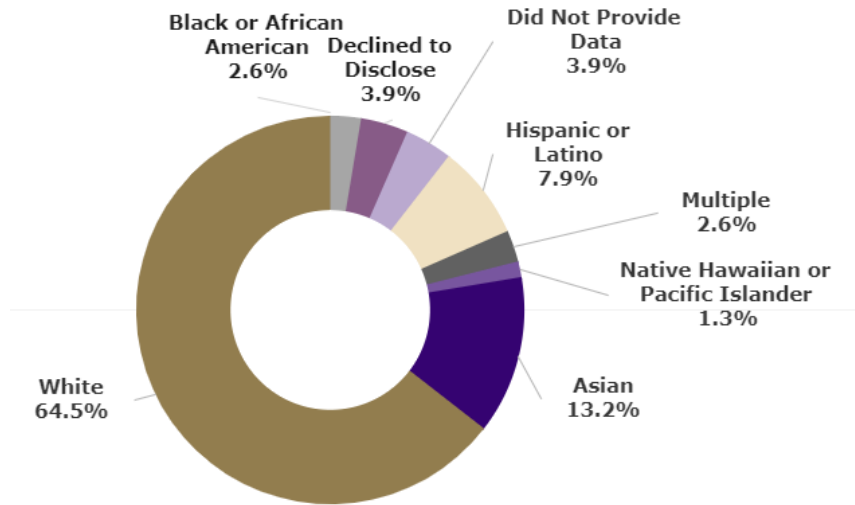
FIGURE 22.
INTERNAL MOVES

▶ ALL LOCATIONS (1/1/23 –
12/31/23)

▶ N = 90

Black or African American 5.6%
Declined to Disclose 3.3%
Did Not Provide Data 4.4%
Hispanic or Latino 3.3%
Multiple 1.1%
American Indian or Alaska Native 1.1%
Asian 12.2%
White 68.9%
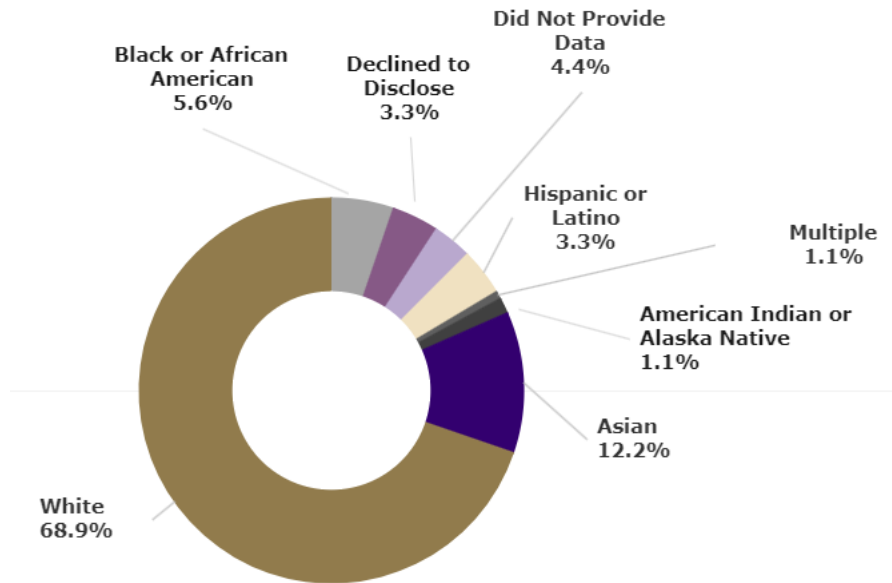
FIGURE 23.
REHIRES

▶ ALL LOCATIONS (1/1/23 –
12/31/23)

▶ N = 9

Black or African American 22.2%
Declined to Disclose 11.1%
White 66.7%

FIGURE 24. RACE & ETHNICITY BREAKDOWN FOR CURRENT EMPLOYEES — PRO STAFF GRADES 11–14

▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 1,321

Locations	Seattle	UW Bothell	UW Medicine	UW Tacoma	TOTAL
% Overall represented by location	72.1%	1.0%	25.7%	1.2%	100.0%

Race and Ethnicity Breakdown

	Seattle	UW Bothell	UW Medicine	UW Tacoma
American Indian or Alaska Native	0.3%	0.0%	0.3%	0.0%
Asian	10.2%	7.7%	12.6%	6.3%
Black or African American	4.4%	15.4%	6.5%	12.5%
Declined to Disclose	3.9%	0.0%	2.1%	0.0%
Did Not Provide Data	1.5%	7.7%	2.6%	6.3%
Hispanic or Latino	3.6%	7.7%	3.8%	6.3%
Multiple	1.3%	7.7%	1.8%	6.3%
Native Hawaiian or Pacific Islander	0.3%	0.0%	0.0%	0.0%
White	74.6%	53.8%	70.3%	62.5%
% of Location Population Shown	100.0%	100.0%	100.0%	100.0%

Race & ethnicity breakdowns – Professional Staff grades 8–10

FIGURE 25. **CURRENT EMPLOYEES** ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 6,662

Black or African American 4.2%
Declined to Disclose 2.7%
Did Not Provide Data 2.4%
Hispanic or Latino 6.1%
Multiple 4.3%
Native Hawaiian or Pacific Islander 0.6%
American Indian or Alaska Native 0.4%
Asian 15.5%
White 63.7%

FIGURE 26. **TERMINATED EMPLOYEES** ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 655

Black or African American 6.9%
Declined to Disclose 3.7%
Did Not Provide Data 2.6%
Hispanic or Latino 6.3%
Multiple 4.7%
Native Hawaiian or Pacific Islander 0.3%
American Indian or Alaska Native 0.6%
Asian 15.0%
White 60.0%
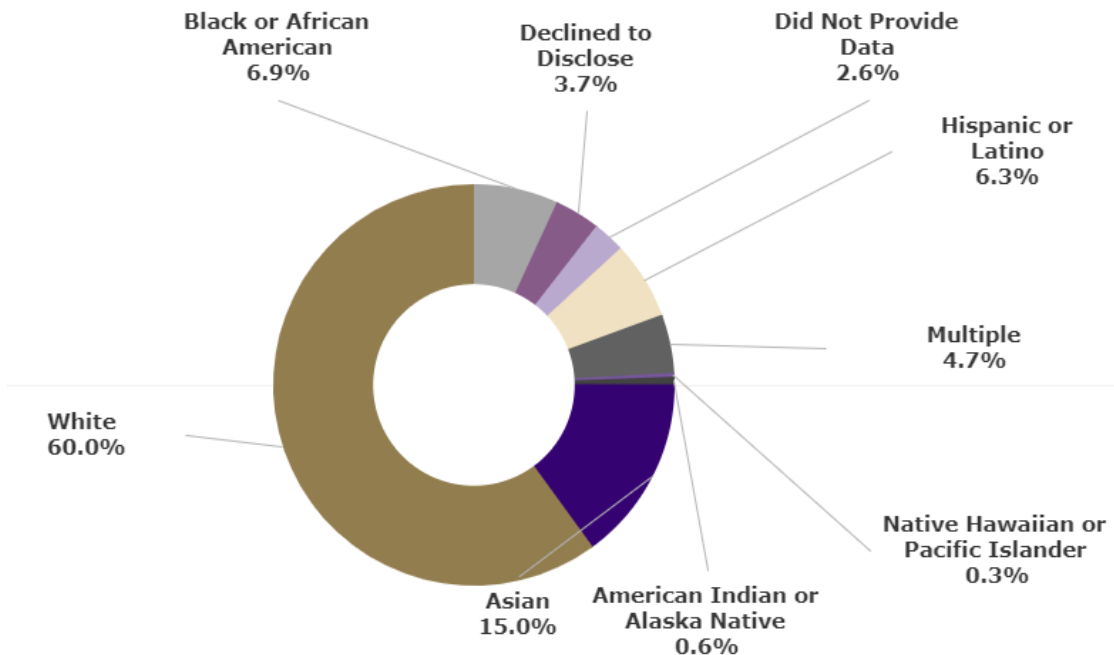
FIGURE 27.
NEW HIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 571

Black or African American 7.0%
Declined to Disclose 3.2%
Did Not Provide Data 2.5%
Hispanic or Latino 8.9%
Multiple 4.2%
Native Hawaiian or Pacific Islander 0.7%
American Indian or Alaska Native 0.4%
Asian 15.4%
White 57.8%
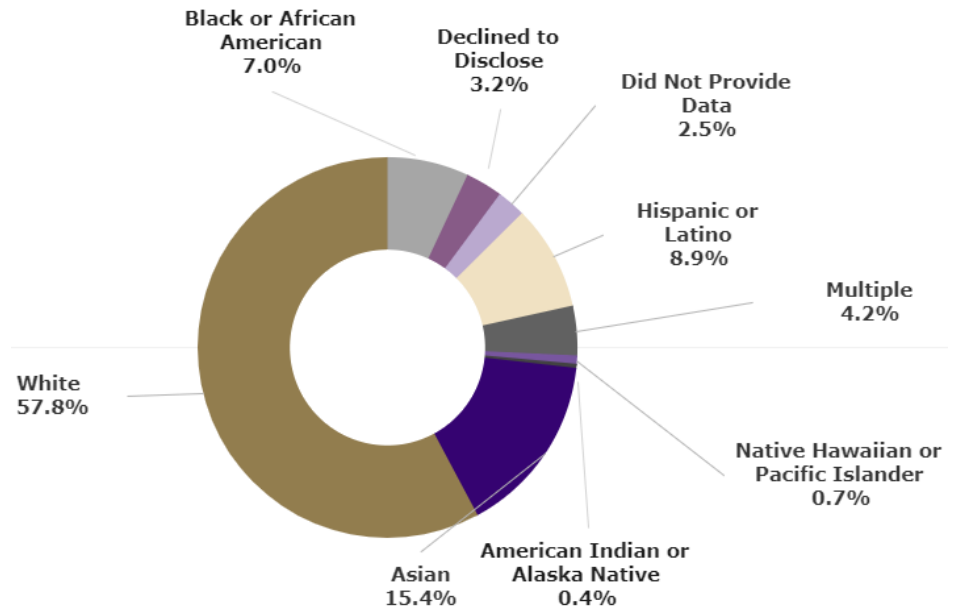
FIGURE 28.
INTERNAL MOVES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 711

Black or African American 4.2%
Declined to Disclose 2.3%
Did Not Provide Data 4.1%
Hispanic or Latino 6.6%
Multiple 6.2%
Native Hawaiian or Pacific Islander 0.6%
American Indian or Alaska Native 0.4%
Asian 17.3%
White 58.4%
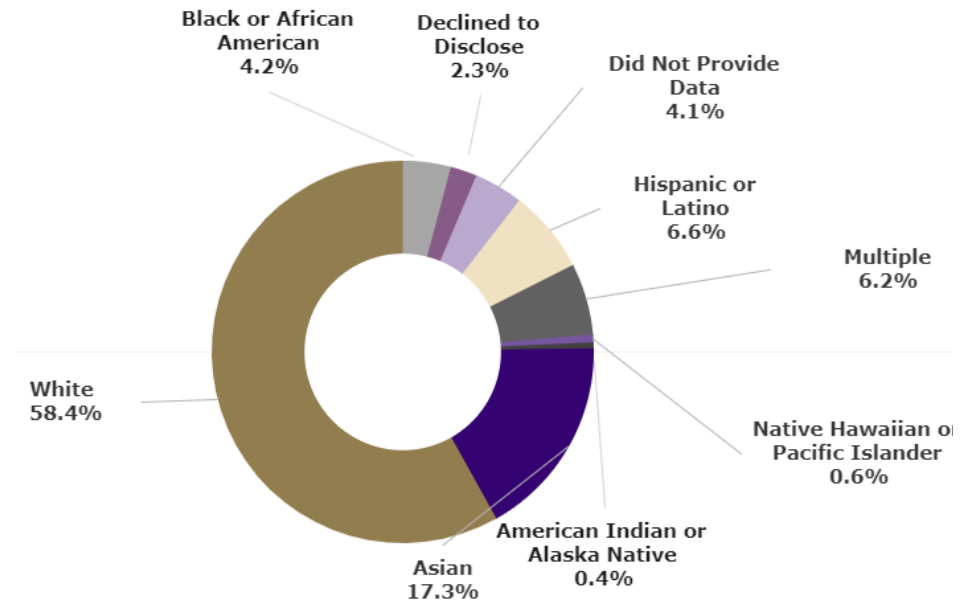
FIGURE 29.
REHIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 111

Black or African American 1.8%
Declined to Disclose 5.4%
Did Not Provide Data 0.9%
Hispanic or Latino 6.3%
Multiple 2.7%
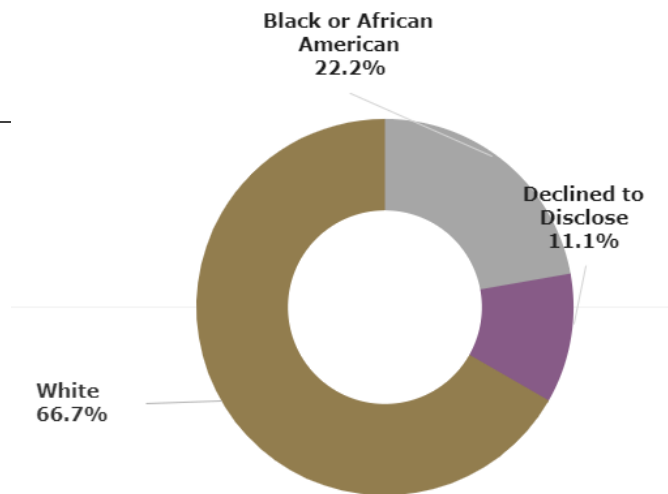Asian 26.1%
White 56.8%

FIGURE 30. RACE & ETHNICITY BREAKDOWN FOR CURRENT EMPLOYEES
— PRO STAFF GRADES 8–10 ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 6,662

Locations	Seattle	UW Bothell	UW Medicine	UW Tacoma	TOTAL
% Overall represented by location	72.5%	2.0%	24.0%	1.5%	100.0%

Race and Ethnicity Breakdown

	Seattle	UW Bothell	UW Medicine	UW Tacoma
American Indian or Alaska Native	0.5%	1.5%	0.3%	0.0%
Asian	14.6%	9.8%	19.0%	9.0%
Black or African American	4.0%	5.3%	4.6%	5.0%
Declined to Disclose	2.7%	3.0%	2.6%	3.0%
Did Not Provide Data	2.5%	0.8%	2.6%	2.0%
Hispanic or Latino	6.2%	11.4%	5.6%	7.0%
Multiple	4.2%	4.5%	4.4%	6.0%
Native Hawaiian or Pacific Islander	0.5%	0.0%	0.9%	2.0%
White	64.9%	63.6%	59.9%	66.0%
% of Location Population Shown	100.0%	100.0%	100.0%	100.0%

Race & ethnicity breakdowns for professional staff grades 5–7

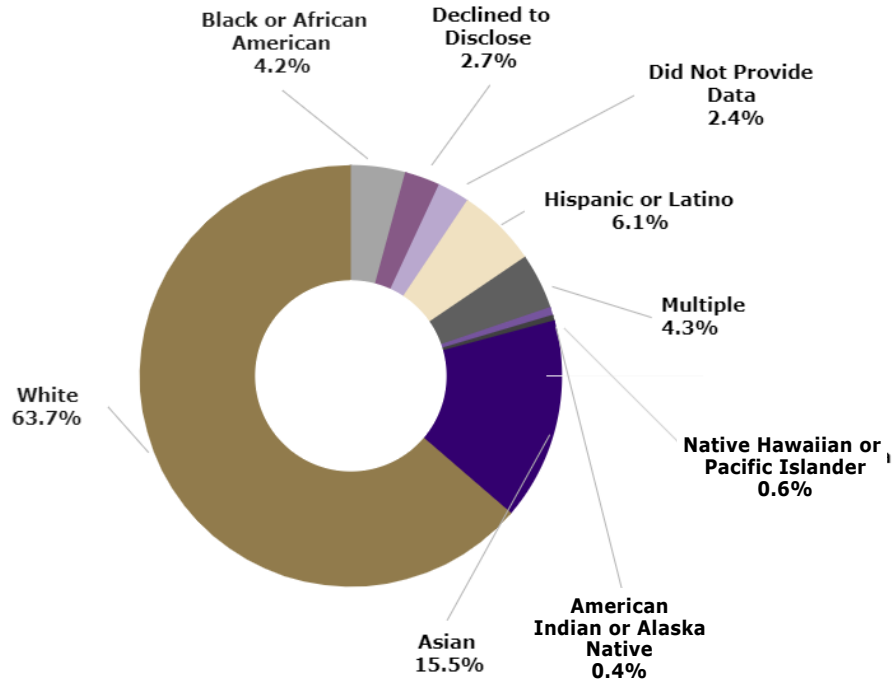*FIGURE 31.* **CURRENT EMPLOYEES** ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 2,455

Black or African American 5.7%
Declined to Disclose 3.3%
Did Not Provide Data 2.6%
Hispanic or Latino 9.6%
White 55.3%
Multiple 5.5%
Native Hawaiian or Pacific Islander 0.6%
American Indian or Alaska Native 0.4%
Asian 17.1%
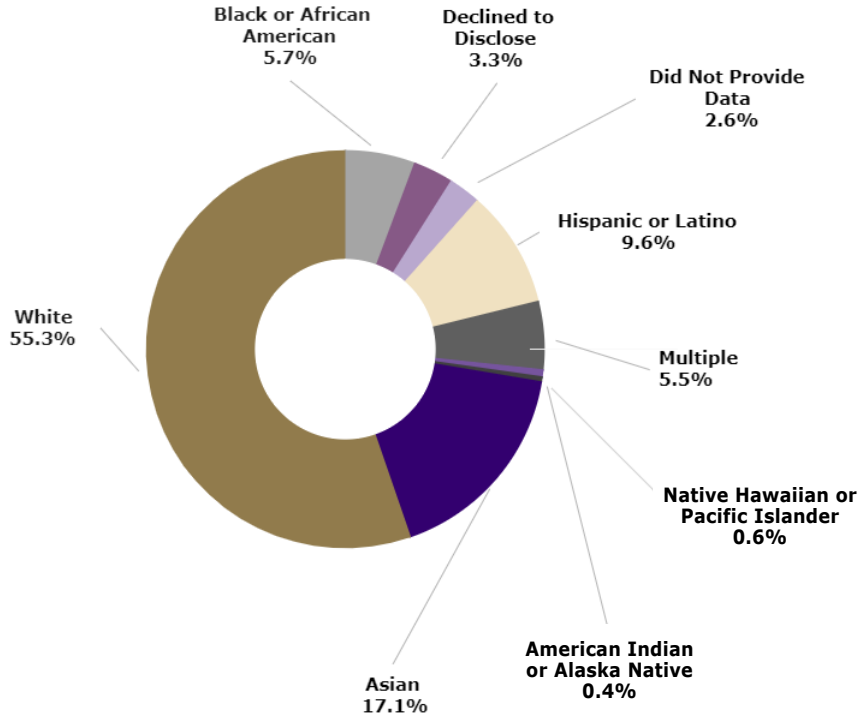
FIGURE 32. **TERMINATED EMPLOYEES** ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 439

Black or African American 5.5%
Declined to Disclose 4.3%
Did Not Provide Data 4.3%
Hispanic or Latino 8.0%
White 52.6%
Multiple 5.0%
Native Hawaiian or Pacific Islander 0.7%
American Indian or Alaska Native 1.4%
Asian 18.2%
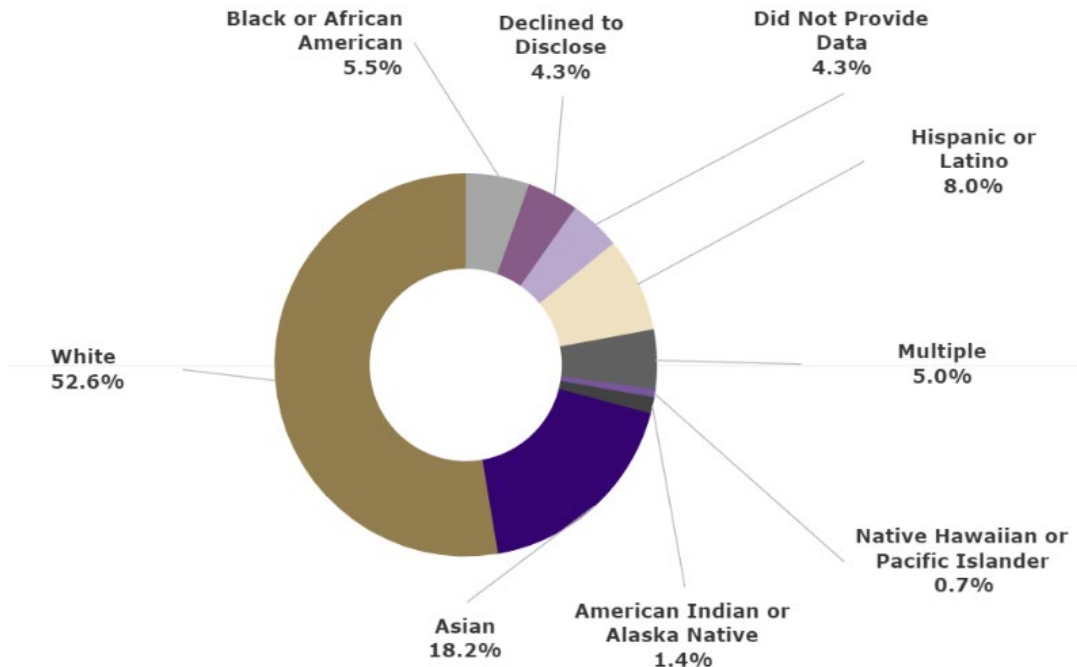
FIGURE 33.
NEW HIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 409

Black or African American 6.8%
Declined to Disclose 3.2%
Did Not Provide Data 3.9%
Hispanic or Latino 8.8%
Multiple 5.4%
Native Hawaiian or Pacific Islander 0.7%
American Indian or Alaska Native 0.2%
Asian 18.6%
White 52.3%
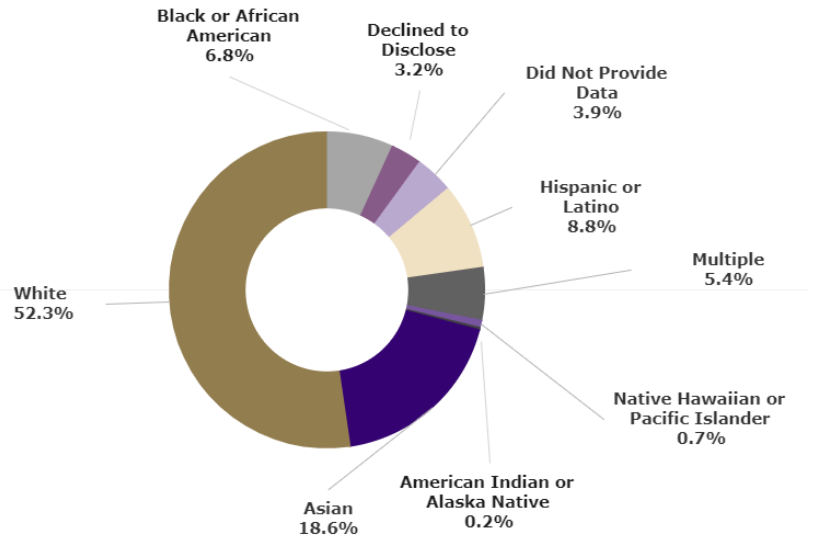
FIGURE 34.
INTERNAL MOVES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 478

Black or African American 3.3%
Declined to Disclose 2.3%
Did Not Provide Data 2.9%
Hispanic or Latino 10.3%
Multiple 6.9%
Native Hawaiian or Pacific Islander 0.4%
American Indian or Alaska Native 0.4%
Asian 22.0%
White 51.5%
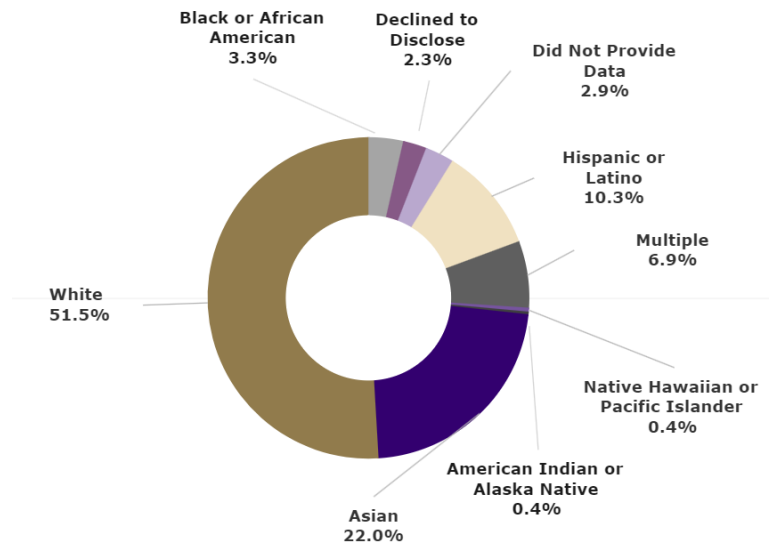
FIGURE 35.
REHIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 141

Black or African American 5.0%
Declined to Disclose 2.8%
Did Not Provide Data 1.4%
Hispanic or Latino 10.6%
Multiple 5.7%
American Indian or Alaska Native 0.7%
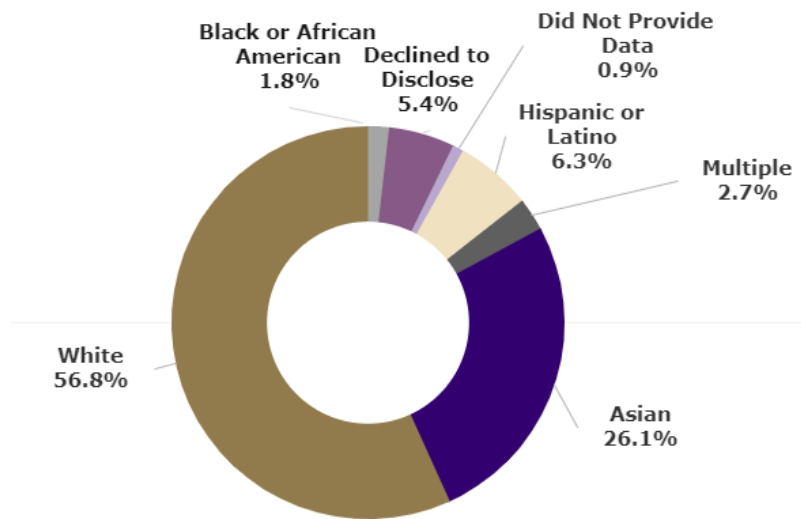Asian 29.8%
White 44.0%
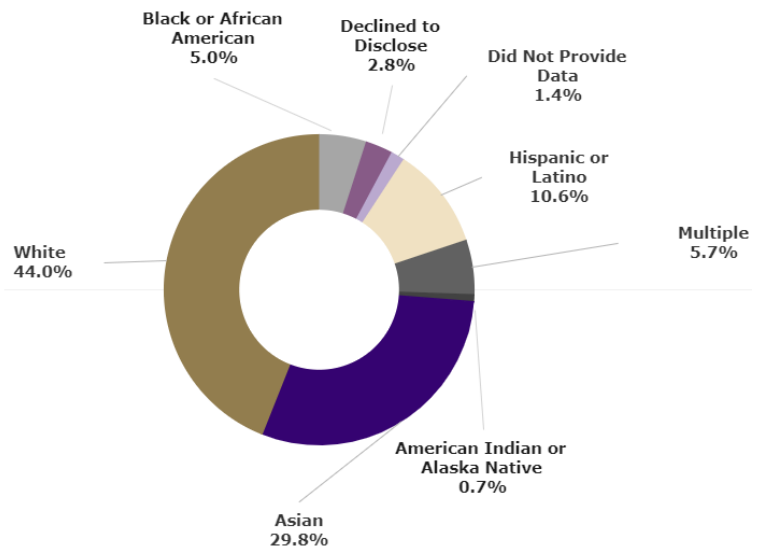
FIGURE 36. RACE & ETHNICITY BREAKDOWN FOR CURRENT EMPLOYEES
— PRO STAFF GRADES 5–7 ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 2,455

Locations	Seattle	Bothell	UW Medicine	Tacoma	TOTAL
% Overall represented by location	86.1%	3.4%	7.4%	3.1%	100.0%

Race and Ethnicity Breakdown

	Seattle	UW Bothell	UW Medicine	UW Tacoma
American Indian or Alaska Native	0.4%	0.0%	1.1%	0.0%
Asian	17.5%	13.1%	17.0%	10.5%
Black or African American	5.5%	2.4%	9.9%	3.9%
Declined to Disclose	3.4%	3.6%	2.7%	1.3%
Did Not Provide Data	2.7%	1.2%	1.6%	3.9%
Hispanic or Latino	9.4%	16.7%	5.5%	15.8%
Multiple	5.4%	6.0%	4.4%	10.5%
Native Hawaiian or Pacific Islander	0.5%	0.0%	1.6%	1.3%
White	55.3%	57.1%	56.0%	52.6%
% of Location Population Shown	100.0%	100.0%	100.0%	100.0%

Race & ethnicity breakdowns for other exempt staff

FIGURE 37. **CURRENT EMPLOYEES** ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 1,879

Black or African American 1.6%
Declined to Disclose 2.9%
Did Not Provide Data 2.8%
Hispanic or Latino 6.4%
Multiple 4.4%
American Indian or Alaska Native 0.2%
Native Hawaiian or Pacific Islander 0.2%
Asian 20.0%
White 61.4%
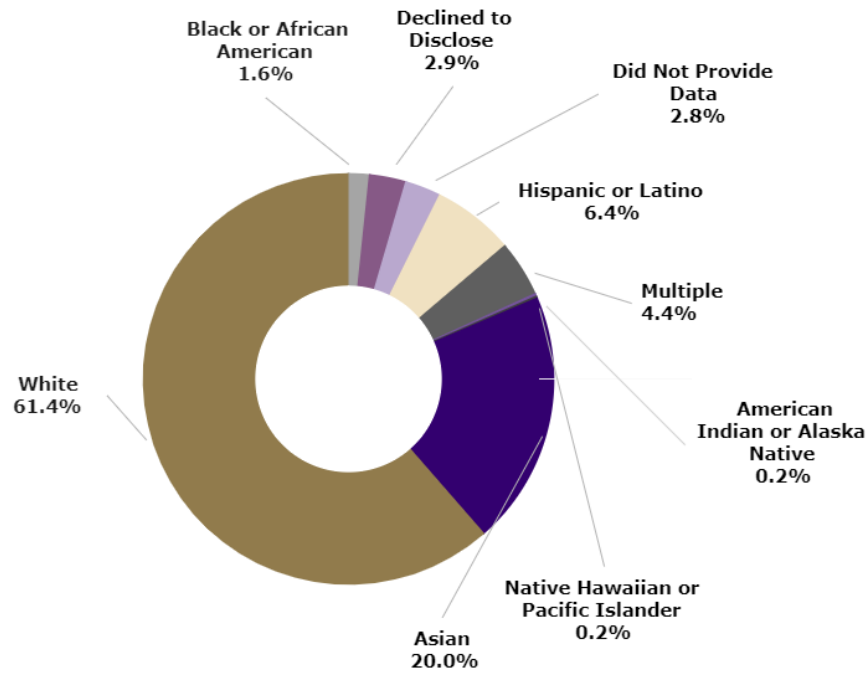
FIGURE 38. **TERMINATED EMPLOYEES** ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 98

Black or African American 2.0%
Declined to Disclose 4.1%
Did Not Provide Data 9.2%
Hispanic or Latino 6.1%
Multiple 3.1%
Asian 19.4%
White 56.1%
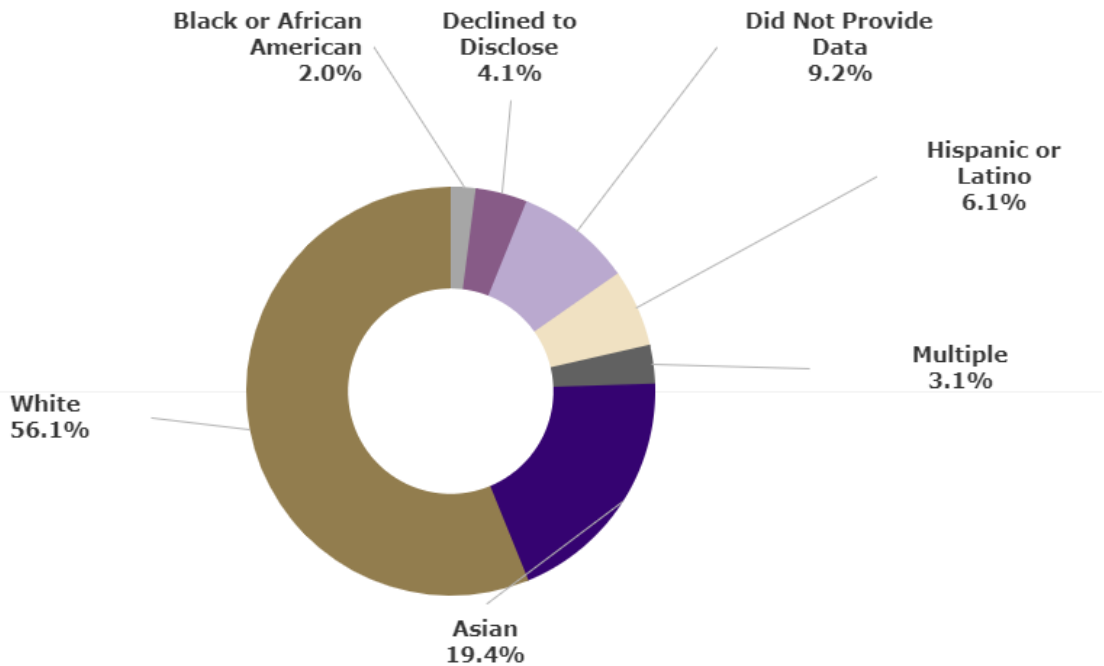
FIGURE 39.
NEW HIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 61

Black or African American 6.6%
Declined to Disclose 3.3%
Did Not Provide Data 9.8%
Multiple 4.9%
White 59.0%
Asian 16.4%
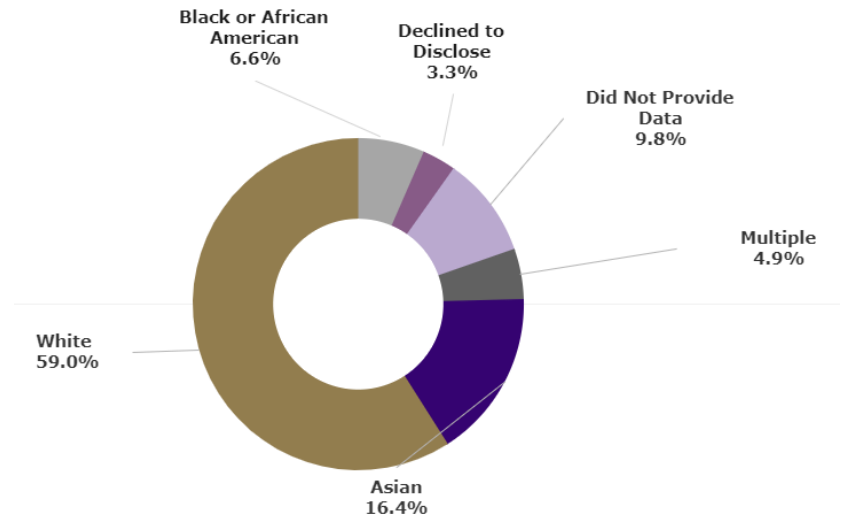
FIGURE 40.
INTERNAL MOVES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 60

Black or African American 1.7%
Declined to Disclose 8.3%
Did Not Provide Data 1.7%
Hispanic or Latino 8.3%
Multiple 5.0%
White 58.3%
Asian 16.7%
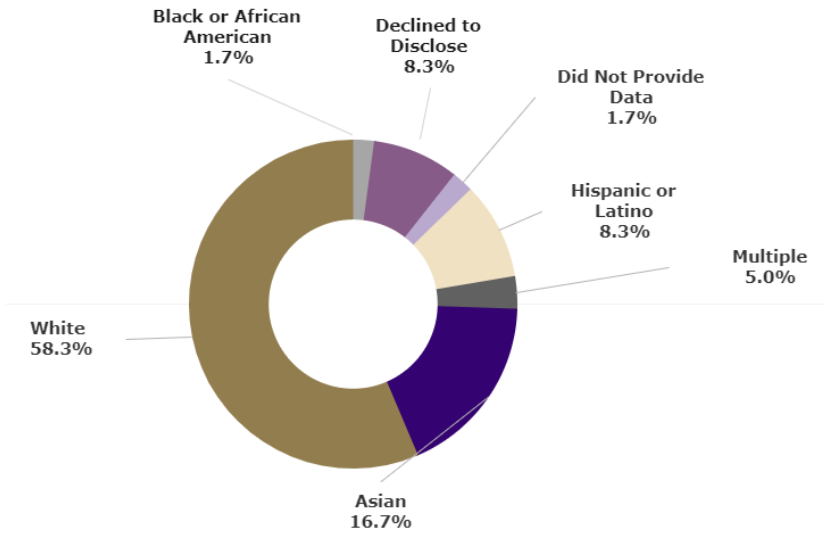
FIGURE 41.
REHIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 27

Black or African American 7.4%
Declined to Disclose 3.7%
Hispanic or Latino 11.1%
Multiple 3.7%
White 66.7%
Asian 3.7%
American Indian or Alaska Native 3.7%

FIGURE 42. RACE & ETHNICITY BREAKDOWN FOR CURRENT EMPLOYEES
— OTHER EXEMPT STAFF

▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 1,879

Locations	Seattle	UW Bothell	UW Medicine	UW Tacoma	TOTAL
% Overall represented by location	99.0%	0.1%	0.2%	0.7%	100.0%

Race and Ethnicity Breakdown

	Seattle	UW Bothell	UW Medicine	UW Tacoma
American Indian or Alaska Native	0.1%	50.0%	0.0%	0.0%
Asian	20.2%	0.0%	0.0%	7.7%
Black or African American	1.7%	0.0%	0.0%	0.0%
Declined to Disclose	2.9%	0.0%	0.0%	0.0%
Did Not Provide Data	2.8%	0.0%	25.0%	0.0%
Hispanic or Latino	6.5%	0.0%	0.0%	7.7%
Multiple	4.5%	0.0%	0.0%	0.0%
Native Hawaiian or Pacific Islander	0.2%	0.0%	0.0%	0.0%
White	61.2%	50.0%	75.0%	84.6%
% of Location Population Shown	100.0%	100.0%	100.0%	100.0%

Race & ethnicity breakdowns for classified staff

FIGURE 43. **CURRENT EMPLOYEES** ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 16,789

Black or African American 10.9%
Declined to Disclose 2.6%
Did Not Provide Data 7.0%
White 42.9%
Hispanic or Latino 7.6%
Multiple 3.9%
Native Hawaiian or Pacific Islander 1.2%
American Indian or Alaska Native 0.5%
Asian 23.5%
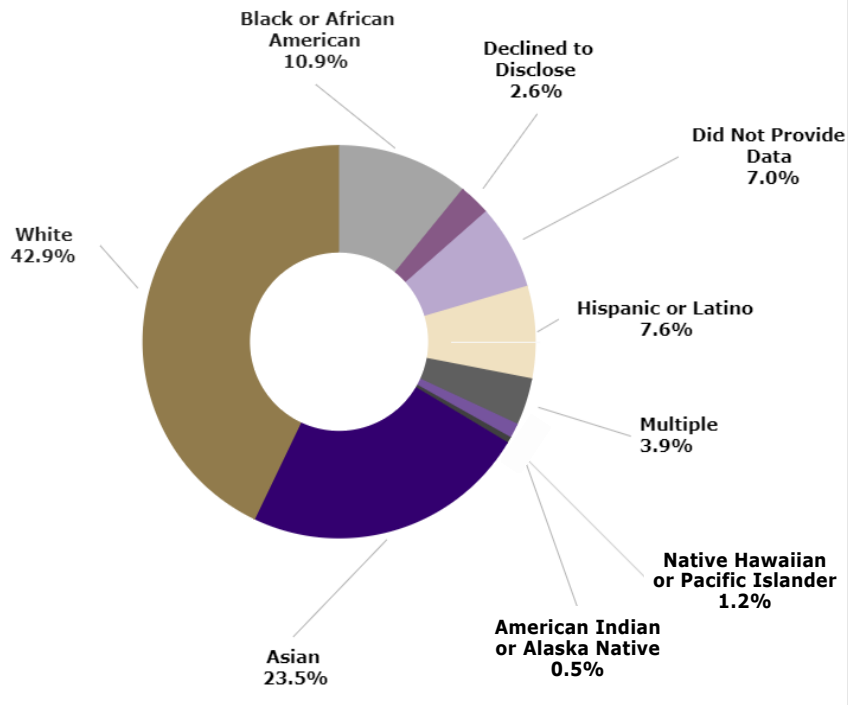
FIGURE 44. **TERMINATED EMPLOYEES** ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 2,308

Black or African American 11.1%
Declined to Disclose 2.6%
Did Not Provide Data 10.9%
White 40.9%
Hispanic or Latino 9.7%
Multiple 4.3%
Native Hawaiian or Pacific Islander 1.1%
American Indian or Alaska Native 0.9%
Asian 18.5%
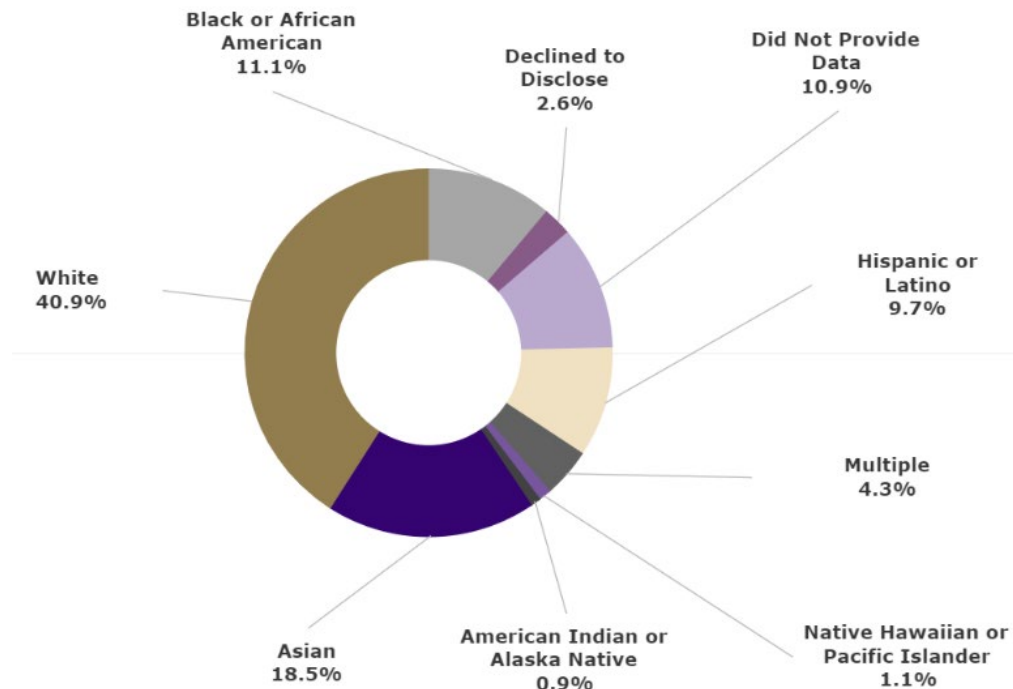
FIGURE 45.
NEW HIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 2,739

Black or African American 11.6%
Declined to Disclose 2.9%
Did Not Provide Data 14.5%
White 40.4%
Hispanic or Latino 7.8%
Multiple 4.5%
Native Hawaiian or Pacific Islander 0.9%
Asian 16.7%
American Indian or Alaska Native 0.5%
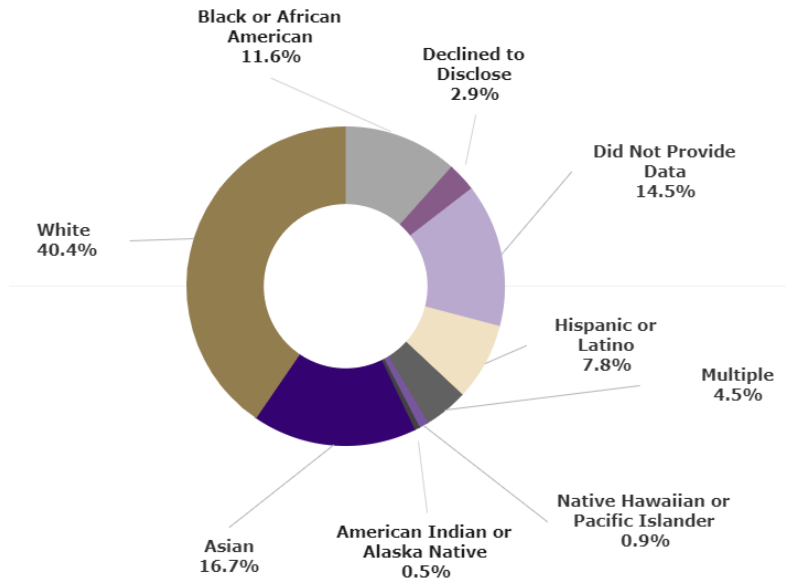
FIGURE 46.
INTERNAL MOVES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 1,732

Black or African American 9.4%
Declined to Disclose 3.3%
Did Not Provide Data 7.1%
White 41.6%
Hispanic or Latino 8.9%
Multiple 5.5%
Native Hawaiian or Pacific Islander 1.2%
Asian 22.1%
American Indian or Alaska Native 0.9%
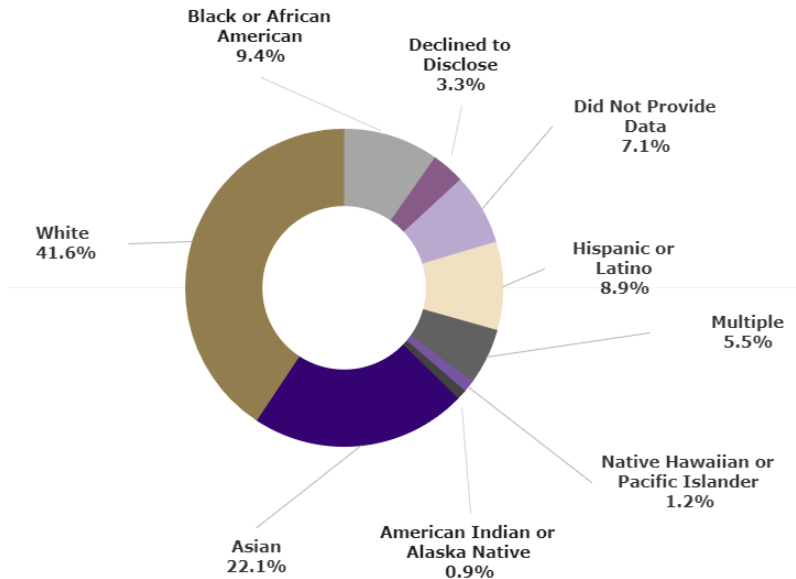
FIGURE 47.
REHIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23)

▶ N = 507

Black or African American 10.3%
Declined to Disclose 2.6%
Did Not Provide Data 6.7%
White 35.9%
Hispanic or Latino 11.2%
Multiple 4.9%
Native Hawaiian or Pacific Islander 0.8%
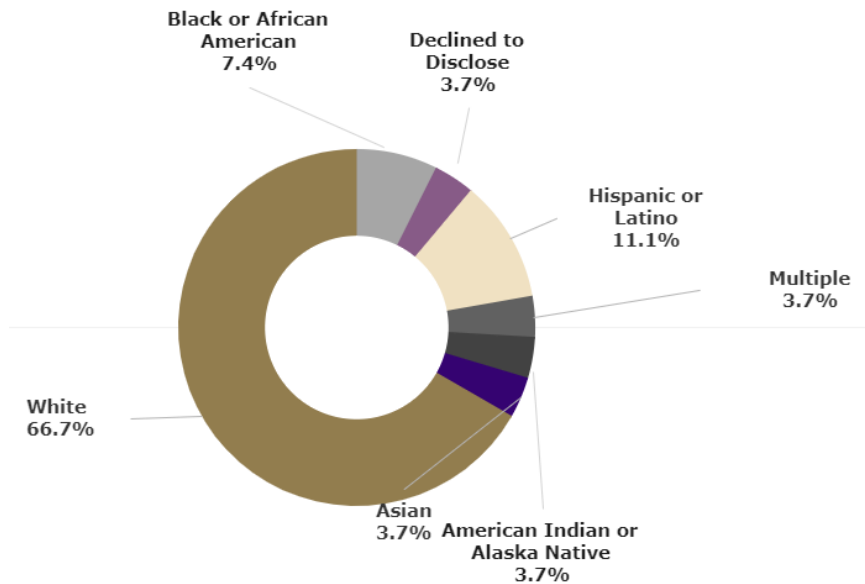Asian 27.2%
American Indian or Alaska Native 0.4%
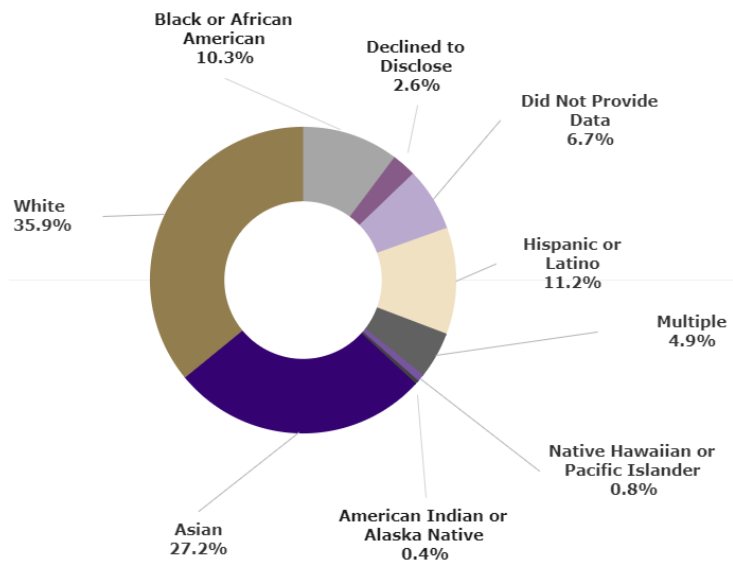
FIGURE 48. RACE & ETHNICITY BREAKDOWN FOR CURRENT EMPLOYEES — CLASSIFIED STAFF
▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 16,789

Locations	Seattle	Bothell	UW Medicine	Tacoma	TOTAL
% Overall represented by location	20.3%	0.8%	78.1%	0.7%	100.0%

Race and Ethnicity Breakdown

	Seattle	UW Bothell	UW Medicine	UW Tacoma
American Indian or Alaska Native	0.6%	0.0%	0.5%	0.0%
Asian	20.5%	17.6%	24.5%	9.2%
Black or African American	9.2%	7.7%	11.4%	10.0%
Declined to Disclose	3.4%	5.6%	2.4%	1.7%
Did Not Provide Data	5.1%	4.2%	7.5%	1.7%
Hispanic or Latino	8.9%	13.4%	7.1%	12.5%
Multiple	4.7%	4.2%	3.6%	5.8%
Native Hawaiian or Pacific Islander	0.4%	0.0%	1.4%	0.8%
White	47.2%	47.2%	41.6%	58.3%
% of Location Population Shown	100.0%	100.0%	100.0%	100.0%

> SEX

Historically, the University has collected information on employees' sex for healthcare reasons and federal reporting requirements, although there is the capability for employees to designate gender outside of the binary. For the purposes of this report, we use the binary male and female sex designations because that is what the University is required to collect for federal reporting. Our overall current staff population (N = 29,723) is more female than male (67.0% vs. 33.0%). Our hires and terminations reflect similar splits.

Having nearly double the number of female staff compared with male is consistent across race and ethnicity; however, this ratio is not consistent among all staff groupings. Looking at all current employees, professional staff grades 5–7, 8–10 and 11–14 are 74.7%, 63.2% and 52.2% female, respectively, while classified staff are 69.9% female. These numbers are heavily influenced by the UW Medicine population, which represents roughly half of all University staff and is more heavily female than the academy side of the University (72.5% female within UW Medicine compared to 61.2% female within the academy).

For UW Medicine, professional staff grades 5–7, 8–10 and 11–14 are 81.9%, 62.5% and 57.6% female, respectively, while classified staff are 74.0% female. It is worth noting much of this difference in representation for female and male populations among classified staff at UW Medicine may be due the specific jobs within our medical system. Positions in this category, such as registered nurses, social workers, patient care coordinators and patient care specialists, have historically higher rates of female employment. (As for the apparently high percentage of female staff within professional staff grades 5–7, this population is fewer than 200 people (out of over 15,000) and, therefore, does not represent a large portion of the workforce at UW Medicine.)

When looking at the percentages for the Bothell and Tacoma campuses, their rates are similar to the Seattle campus's.

Sex breakdowns

FIGURE 49 . **STAFF SEX BREAKDOWN BY POSITION LOCATION AND STAFF TYPE** ▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 29,723

		Female	Male
Seattle	ProStaff Grade 11-14	3.6%	3.6%
	ProStaff Grade 8-10	23.3%	13.4%
	ProStaff Grade 5-7	12.0%	4.1%
	Other Exempt Staff	7.9%	6.3%
	Classified Staff	14.4%	11.6%
	Total	61.1%	38.9%
UW Bothell	ProStaff Grade 11-14	1.6%	1.9%
	ProStaff Grade 8-10	22.5%	12.9%
	ProStaff Grade 5-7	16.6%	5.9%
	Other Exempt Staff	0.5%	
	Classified Staff	20.9%	17.2%
	Total	62.2%	37.8%
UW Medicine	ProStaff Grade 11-14	1.3%	0.9%
	ProStaff Grade 8-10	6.6%	3.9%
	ProStaff Grade 5-7	1.0%	0.2%
	Other Exempt Staff	0.0%	0.0%
	Classified Staff	63.7%	22.4%
	Total	72.5%	27.5%
UW Tacoma	ProStaff Grade 11-14	2.5%	2.5%
	ProStaff Grade 8-10	18.2%	12.6%
	ProStaff Grade 5-7	14.8%	8.6%
	Other Exempt Staff	2.5%	1.5%
	Classified Staff	19.1%	17.8%
	Total	56.9%	43.1%

FIGURE 50. RACE & ETHNICITY BY SEX BREAKDOWN — CURRENT EMPLOYEES

▶ ALL LOCATIONS (AS OF 12/31/23) ▶ N = 29,723

Race & Ethnicity	Female	Male
White	34.1%	17.3%
Asian	14.3%	5.9%
Black or African American	5.5%	2.6%
Hispanic or Latino	4.6%	2.6%
Did Not Provide Data	3.2%	1.8%
Multiple	2.8%	1.2%
Declined to Disclose	1.7%	1.1%
Native Hawaiian or Pacific Islander	0.6%	0.3%
American Indian or Alaska Native	0.3%	0.2%

Sex
▪ Female
▪ Male
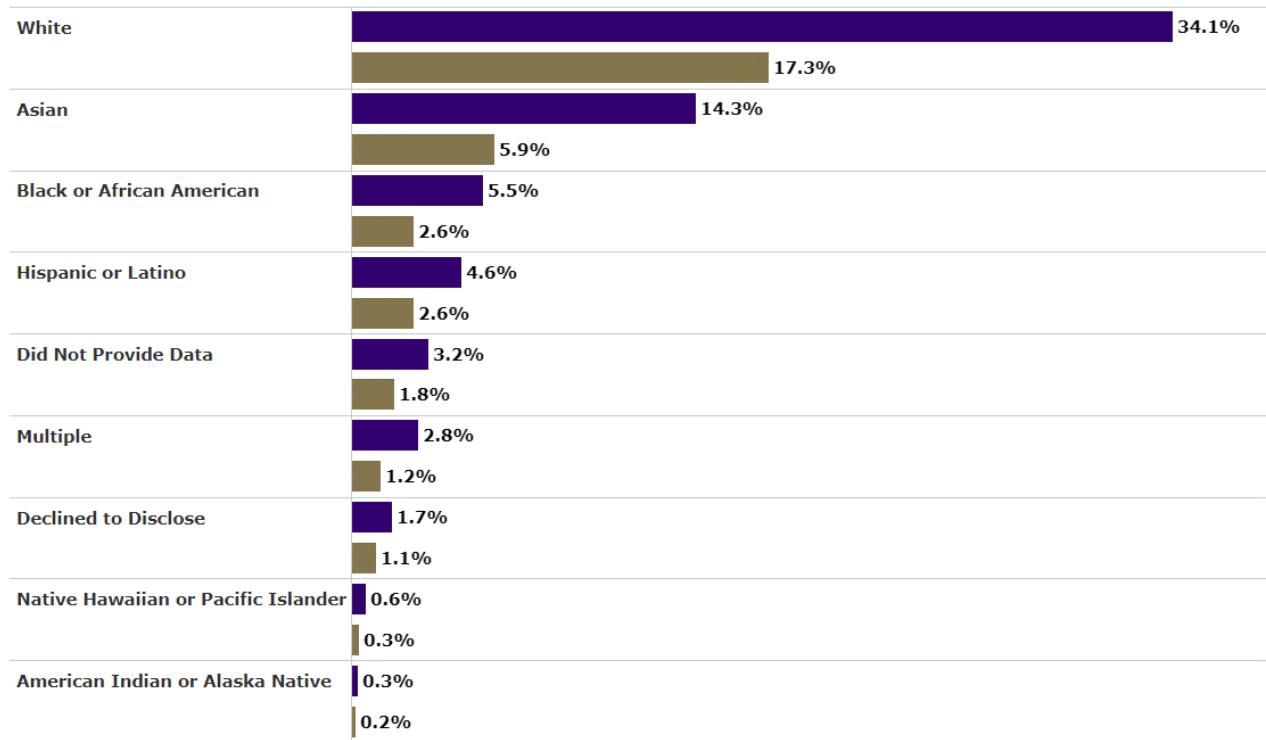
FIGURE 51. **RACE & ETHNICITY BY SEX BREAKDOWN**
— TERMINATIONS   ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 3,928

Race & Ethnicity	Female	Male
White	31.6%	16.0%
Asian	11.5%	5.8%
Black or African American	6.0%	3.2%
Hispanic or Latino	5.4%	3.2%
Did Not Provide Data	5.0%	3.0%
Multiple	3.1%	1.5%
Declined to Disclose	1.8%	1.3%
Native Hawaiian or Pacific Islander	0.5%	0.3%
American Indian or Alaska Native	0.5%	0.4%

Sex
- Female
- Male

FIGURE 52. **RACE & ETHNICITY BY SEX BREAKDOWN — NEW HIRES**

► ALL LOCATIONS (1/1/23 – 12/31/23) ► N = 3,875

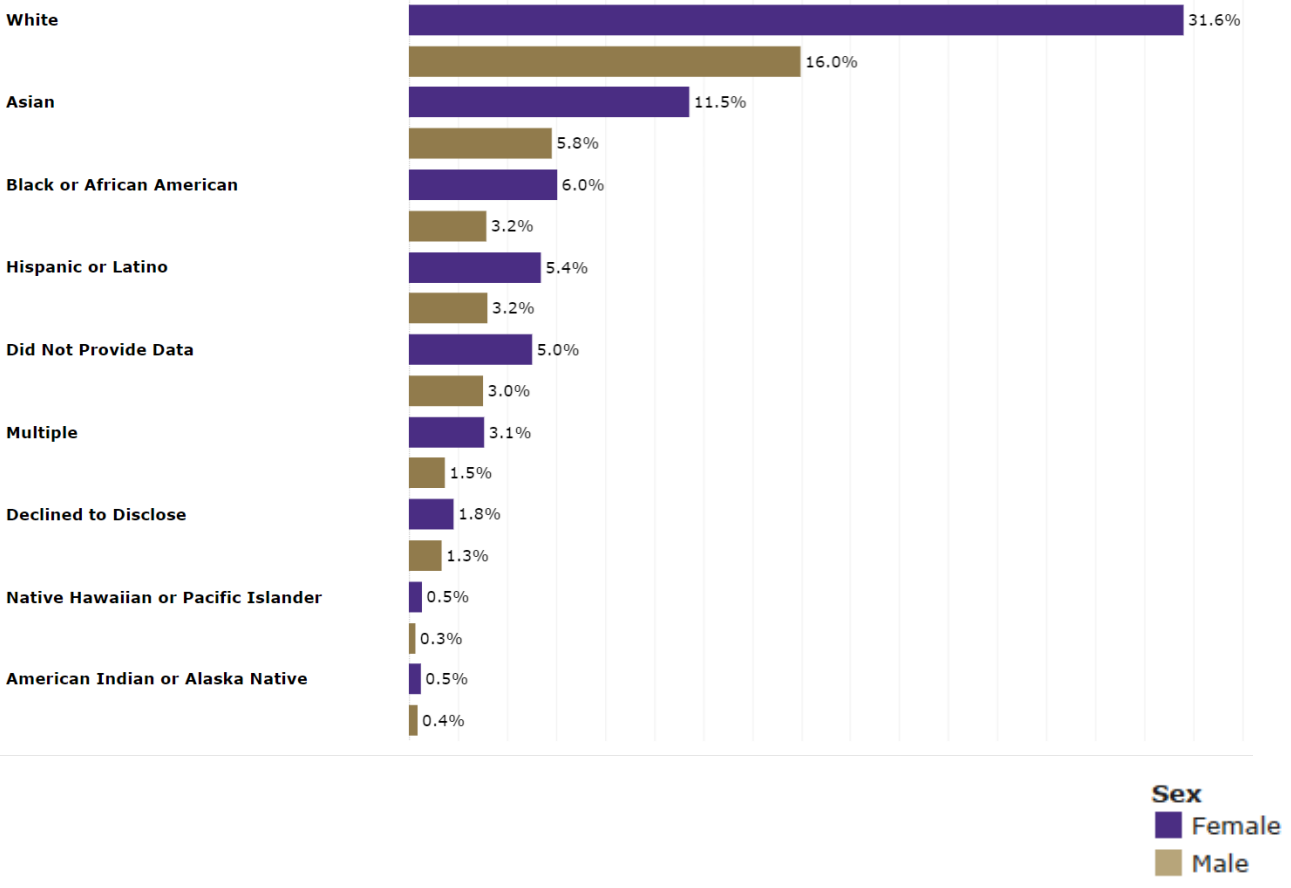| Race & Ethnicity	Female	Male
White	30.4%	14.7%
Asian	11.3%	5.3%
Black or African American	7.5%	2.7%
Hispanic or Latino	4.9%	3.1%
Did Not Provide Data	7.6%	3.6%
Multiple	3.1%	1.4%
Declined to Disclose	1.8%	1.2%
Native Hawaiian or Pacific Islander	0.7%	0.2%
American Indian or Alaska Native	0.3%	0.2%

Sex
■ Female
■ Male

FIGURE 53. RACE & ETHNICITY BY SEX BREAKDOWN — INTERNAL MOVES
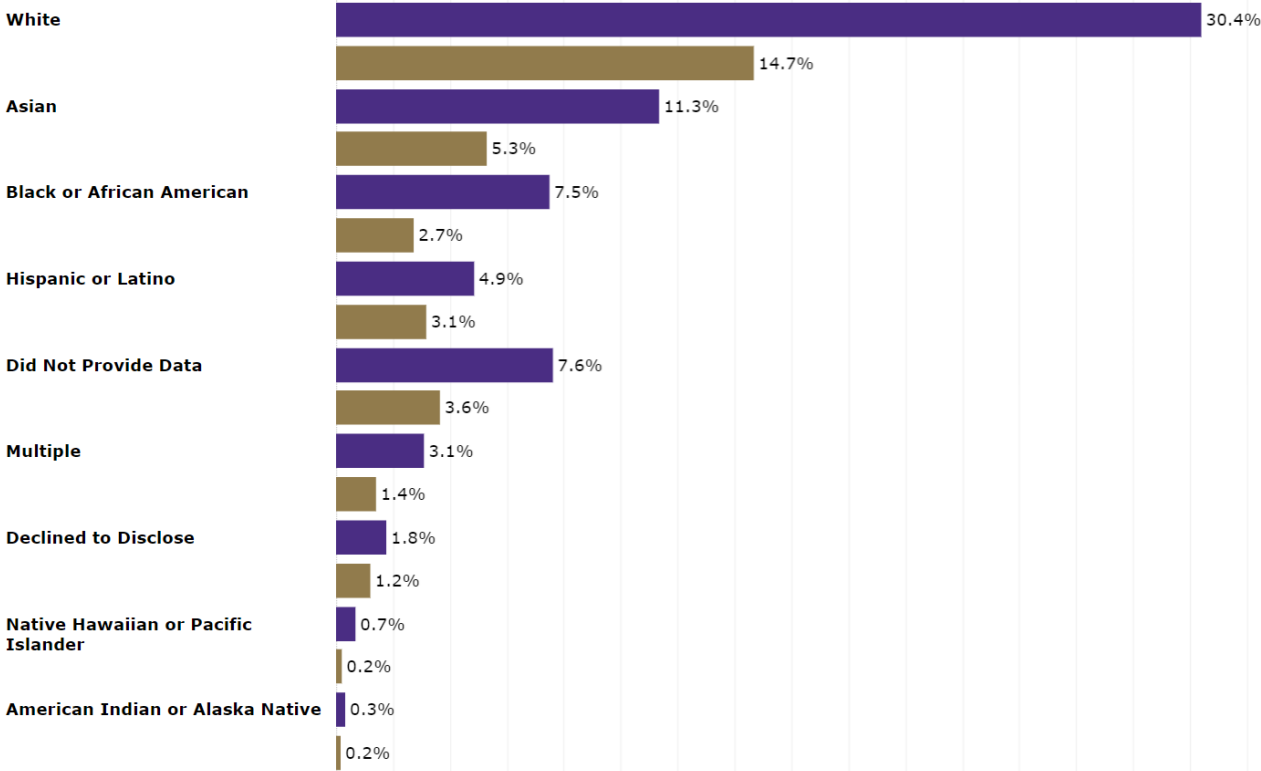
▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 3,081

Race & Ethnicity	Female	Male
White	33.3%	15.0%
Asian	15.1%	5.4%
Black or African American	4.8%	2.2%
Hispanic or Latino	5.6%	2.8%
Did Not Provide Data	3.4%	2.1%
Multiple	3.6%	2.1%
Declined to Disclose	1.9%	1.1%
Native Hawaiian or Pacific Islander	0.6%	0.3%
American Indian or Alaska Native	0.4%	0.3%

Sex
■ Female
■ Male
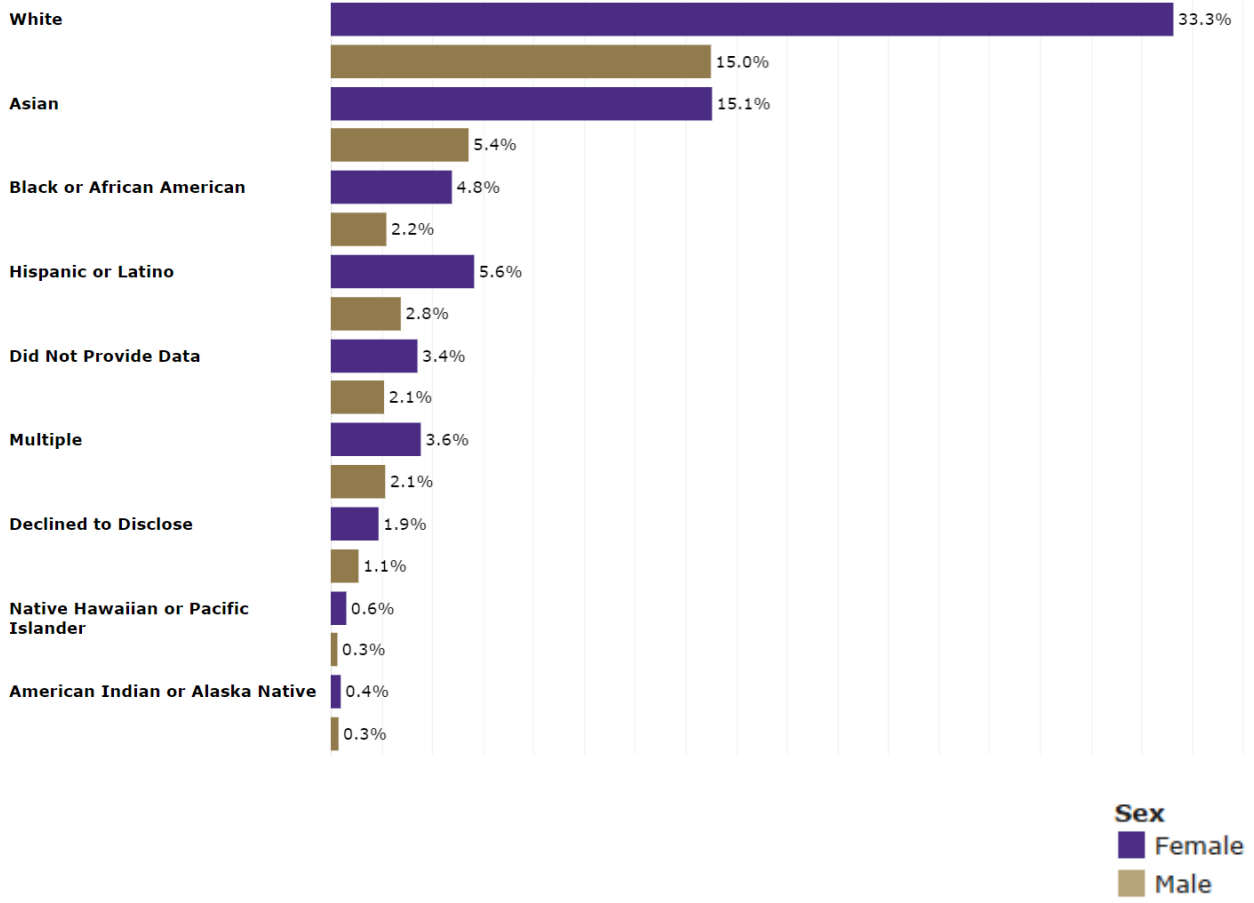
FIGURE 54. RACE & ETHNICITY BY SEX BREAKDOWN
— REHIRES

▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 800

White — Female 27.5%, Male 14.1%
Asian — Female 19.1%, Male 7.2%
Black or African American — Female 6.8%, Male 1.4%
Hispanic or Latino — Female 6.8%, Male 3.5%
Did Not Provide Data — Female 4.1%, Male 0.5%
Multiple — Female 4.0%, Male 0.9%
Declined to Disclose — Female 2.5%, Male 0.6%
Native Hawaiian or Pacific Islander — Female 0.5%
American Indian or Alaska Native — Female 0.4%, Male 0.1%

Sex
■ Female
■ Male
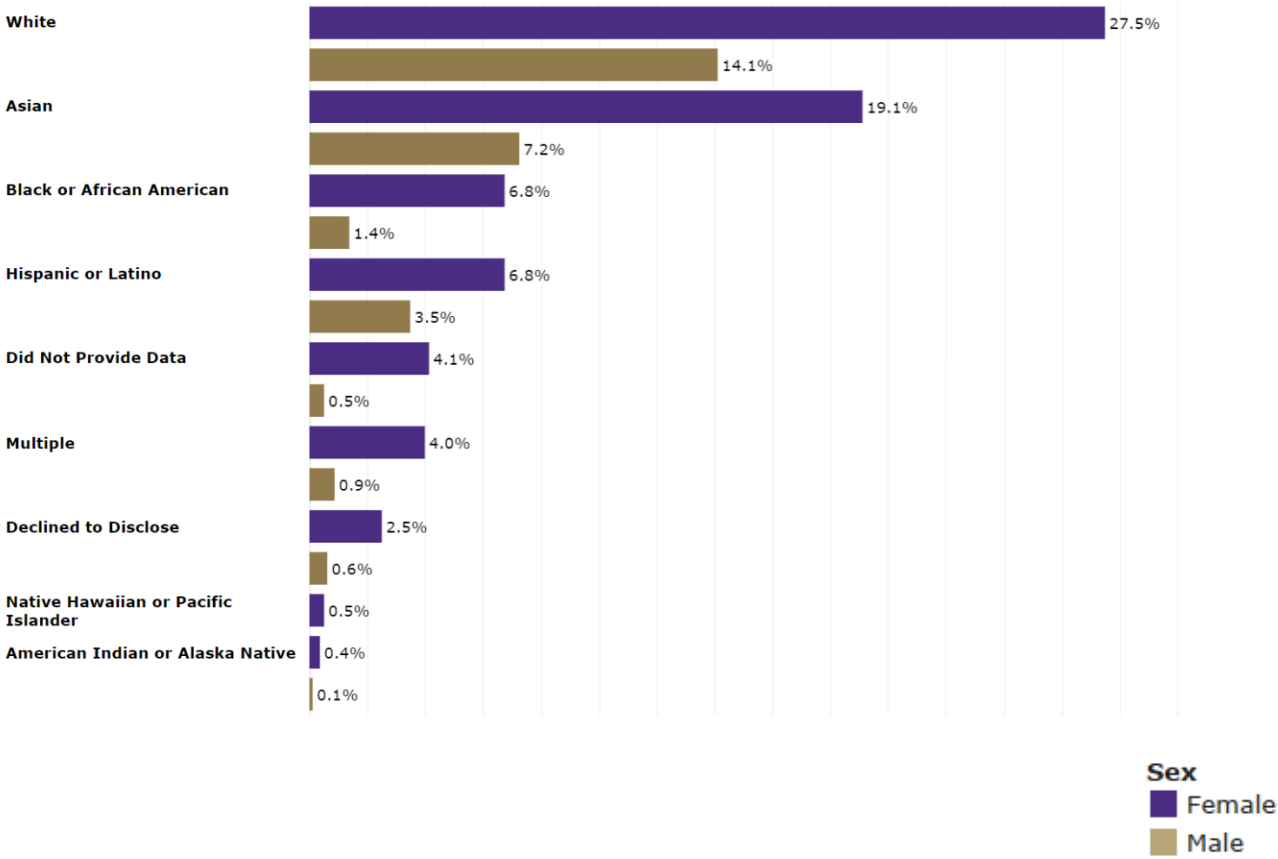
> TERMINATIONS

The 2023 terminations look substantially different from previous years due almost entirely to improvements in both data entry and retrieval from Workday and UWHIRES.

With the implementation of Workday Finance at the University, UWHR discovered some termination codes were being double-counted in the termination data. By refining how certain information was tagged within the database, we have now been able to prevent this over-counting to more accurately reflect terminations.

While the percentage of terminations represented by Fixed Term Job Ended appears to have dropped by nearly half in 2023, this is mostly due to the correction of double-counted terminations rather than a change in the frequency of fixed term jobs ending.

Additionally, while there appears to be a higher rate of terminations due to retirement this year, this is also due to over-counting in the 2022 report. Corresponding with its population having the highest median age, grades 11-14 had the highest proportion of terminations due to retirement (38.3%) and professional staff grades 5–7 had the lowest (4.1%).

The involuntary termination rate increased this year due primarily to the conclusion of Finance Transformation and some funding sources ending within School of Medicine and UW Medicine. Many of the terminations occurred within professional staff grades 8–10, which saw 14.5% of terminations due to Involuntary reasons.

Within classified staff, 13.4% left due to Better Job Opportunities, while 20.6% had Personal Reasons as their primary motivator for leaving the University. Classified staff also had the highest rate of involuntary terminations (18.0%), due in part to the frequency of employees terminated due to Probationary Period Rejection or Lack of Funding.

This year, 28.2% of BIPOC employees in grades 5–7 had Better Job Opportunities as their primary termination reason, an increase from 22.8% for this reason for the same group in last year's report. Overall, in grades 5–7, the top reasons for leaving were either Better Job Opportunities (27.6%) or Educational Pursuit (12.3%).
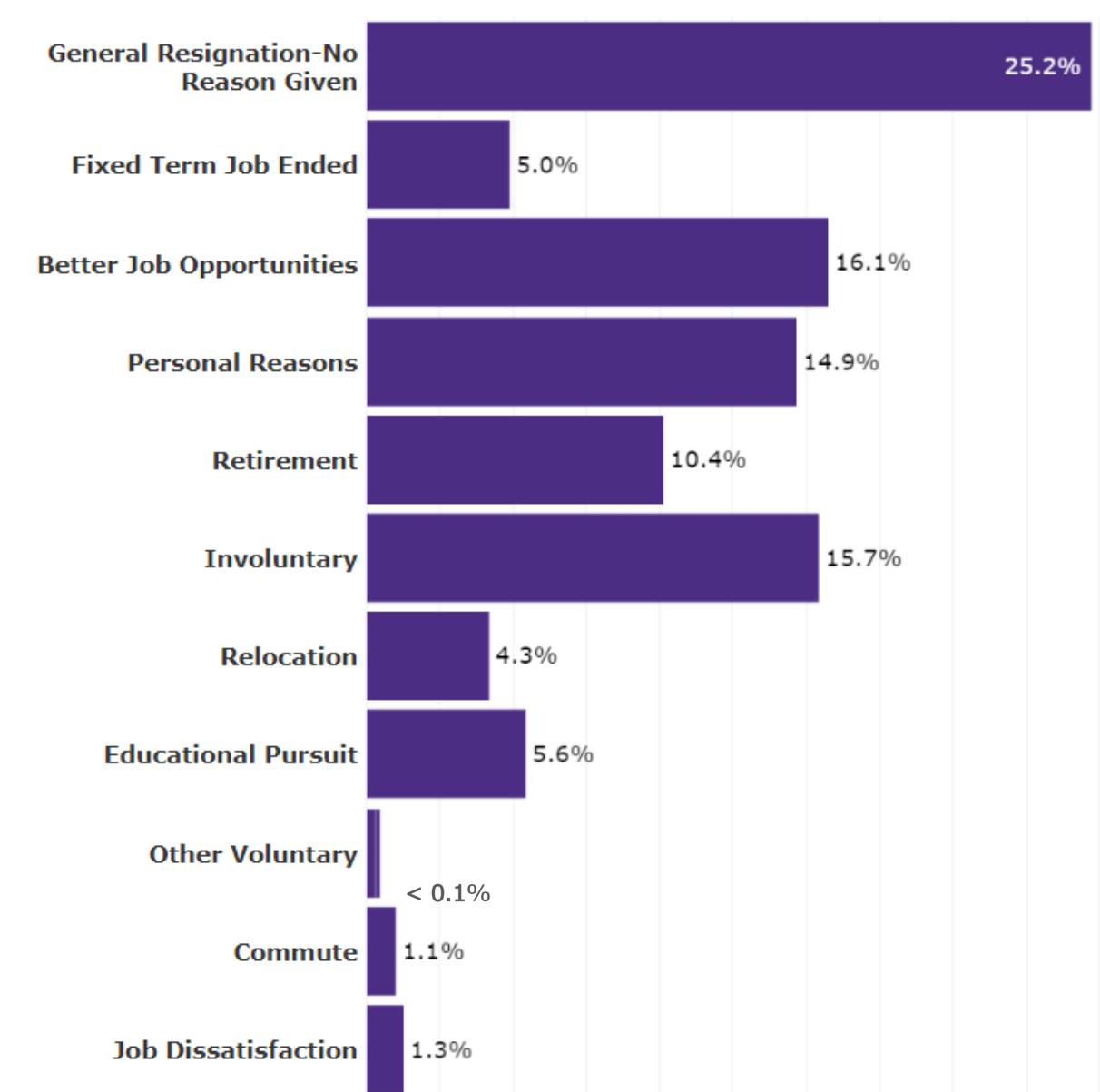
The most cited reasons for the new reporting group of Other Exempt Staff to leave the University were Better Job Opportunities (22.4%) followed by Retirement (11.2%).

Terminations

FIGURE 55. **TERMINATION REASONS** ▶ ALL LOCATIONS (1/1/23 – 12/31/23) ▶ N = 3,928

> APPLICANT JOURNEY
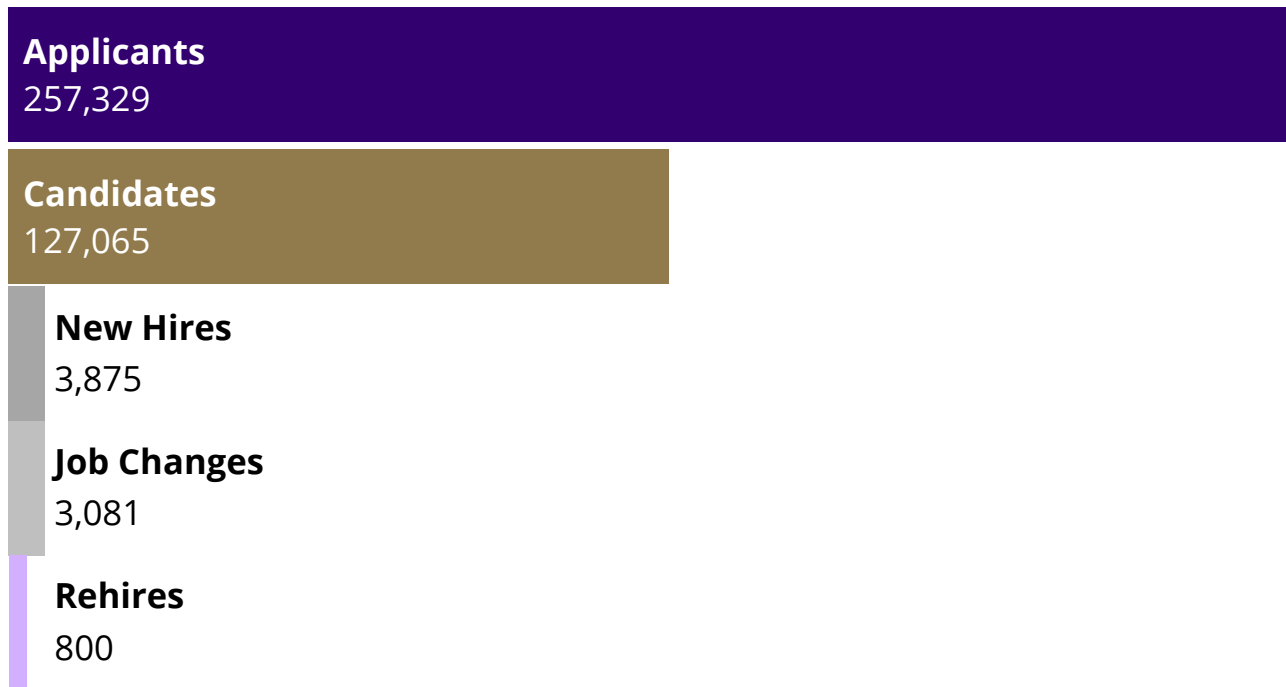
During the reporting period of calendar year 2023, 49.3% of applicants to UW staff positions became candidates, meaning they were screened and referred to the hiring managers by our employment specialists. Of those candidates, 6.1% were hired and became staff.

This report's applicant journey data focuses only on regular (informally referred to as "permanent") positions with active recruitments in 2023. This includes both salaried and hourly positions designated as "regular" in Workday. This year we are including employee movement for both internal moves as well as new employees to the University; however, due to limitations on our ability to track potential rehires within UWHIRES, we are not able to include the previous category of "Rehire Post Workday" in the applicant journey.

It is important to note we are including only regular positions because the University is required to conduct competitive recruitments for regular positions. While temporary positions may be filled using a competitive recruitment process, it is not a requirement. This makes it difficult to include temporary positions in the applicant journey data as it would be unclear what impact direct hires have on the overall applicant journey picture.

Regarding veteran status, disability status, sex, and race and ethnicity, the pool of candidates should ideally closely mirror the pool of applicants and the pool of new hires should ideally roughly reflect the candidate population. When significant shifts occur, particularly in underrepresented populations, this may indicate bias in the hiring process, areas or positions needing more focused recruiting and outreach, or even a decrease in candidate availability possibly caused by factors such as increased competition for top candidates, time to hire, or degree of competitive compensation offered. However, since we are pulling applicant and candidate data from UWHIRES and new hire data from Workday — and new hires may not realize information provided in UWHIRES does not automatically transfer to Workday —there may be some unintended shifts in what data is reported. With the anticipated future shift from UWHIRES to Workday Recruiting, reporting may become more consistent pre- and post-hire.

FIGURE 56. **APPLICANT JOURNEY** ▶ ALL LOCATIONS (1/1/23 – 12/31/23)

Applicants
257,329

Candidates
127,065

New Hires
3,875

Job Changes
3,081

Rehires
800

OBSERVATIONS AND ANALYSIS

Applicant journey numbers include regular positions hired by the University through competitive recruitment.

- New Hires include only employees who are new to the University.

- Job Changes include current employees moving to new positions within the University.

- Rehires consist of employees who previously worked at the University, experienced a break in service, and returned to employment.

In 2023, there were 3,875 New Hires hired into regular positions at the University. This represents an 8.6% increase in hires from 2022, when there were 3,569 new hires during the reporting period. Including Job Changes and Rehires brings total hiring to 7,756, with just over half of all University hiring actions involving internal moves or rehires.

Some important numbers to consider occur within the applicant and candidate populations. In 2022, there were 194,874 applicants and 102,013 candidates. The number of applicants and candidates both increased significantly in 2023 to 257,329 applicants and 127,065 candidates. The average number of applicants per requisition is larger this year than last year (35.4 in 2023 compared to 26.2 in 2022). Additionally, while the applicant-to-candidate progression rate of 49.3% is slightly lower this year than last, there are more candidates, on average, per requisition than in 2022 (17.5 in 2023; 13.7 in 2022).

The nearly 30% increase of candidates and almost 35% increase in applicants from 2022 to 2023 may be attributed to a number of factors.

Broadly, Washington state's labor force increased by more than 85,000 people between June 2022 and June 2023, according to the monthly employment report for June 2023 from the Washington State Employment Security Department. The Seattle/Bellevue/Everett geographic region, where the University of Washington is located, accounts for 33.7% of the state's labor force increase during that period.

It's also possible the University is also benefitting from private sector attrition as more strict return-to-office mandates are implemented. Unispace finds 42% of companies mandating office returns experience higher-than-normal attrition rates and the Federal Reserve finds employees equivocate mandatory full-time office attendance to a 2-3% pay cut. However, The Seattle Times reported 1 in 3 Washingtonians are on a hybrid work schedule or totally virtual, above the national average of 1 in 4. UWHR provides guidance on how to determine remote or hybrid work eligibility on their website and units are left to determine their own practices around in-office and remote work to best suit their unit needs. This flexibility may be an additional factor in attracting more potential employees to the University.

The increase in applications may also signal a return to numbers resembling pre–COVID-19 applications. UWHR will continue to monitor this data to determine if this is the new normal amount of applicants or if this was a temporary increase isolated to 2023.

Applicant journey breakdowns

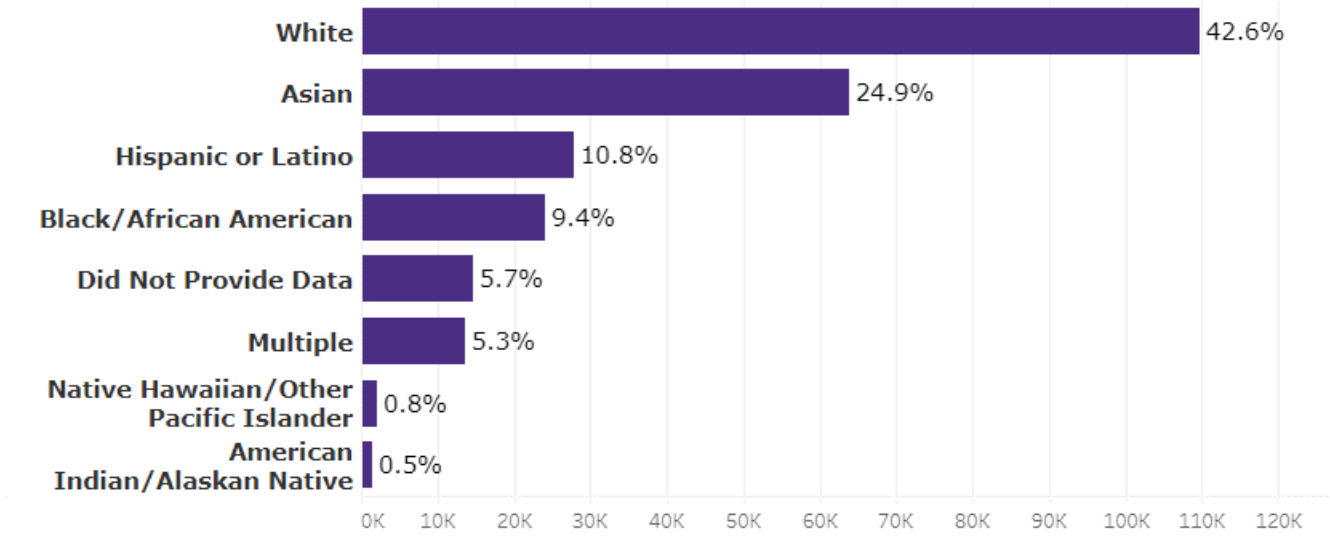*FIGURE 57.* **APPLICANTS** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 257,329

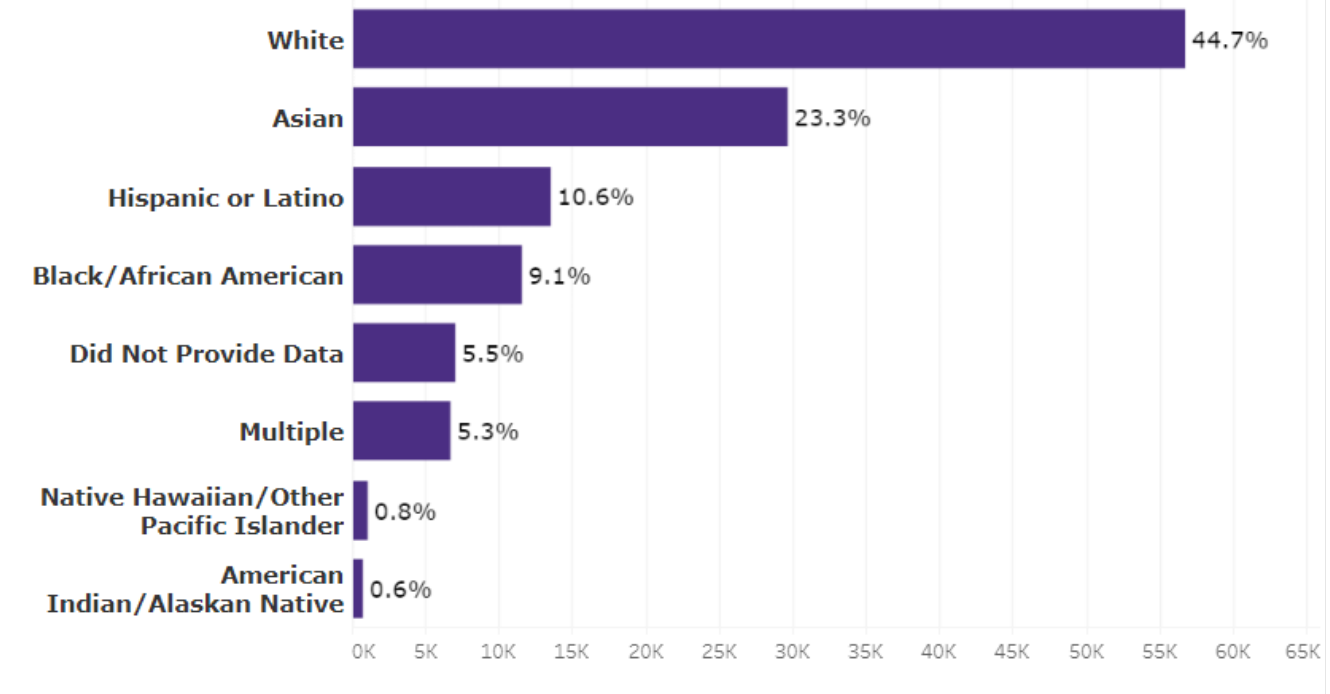*FIGURE 58.* **CANDIDATES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 127,065

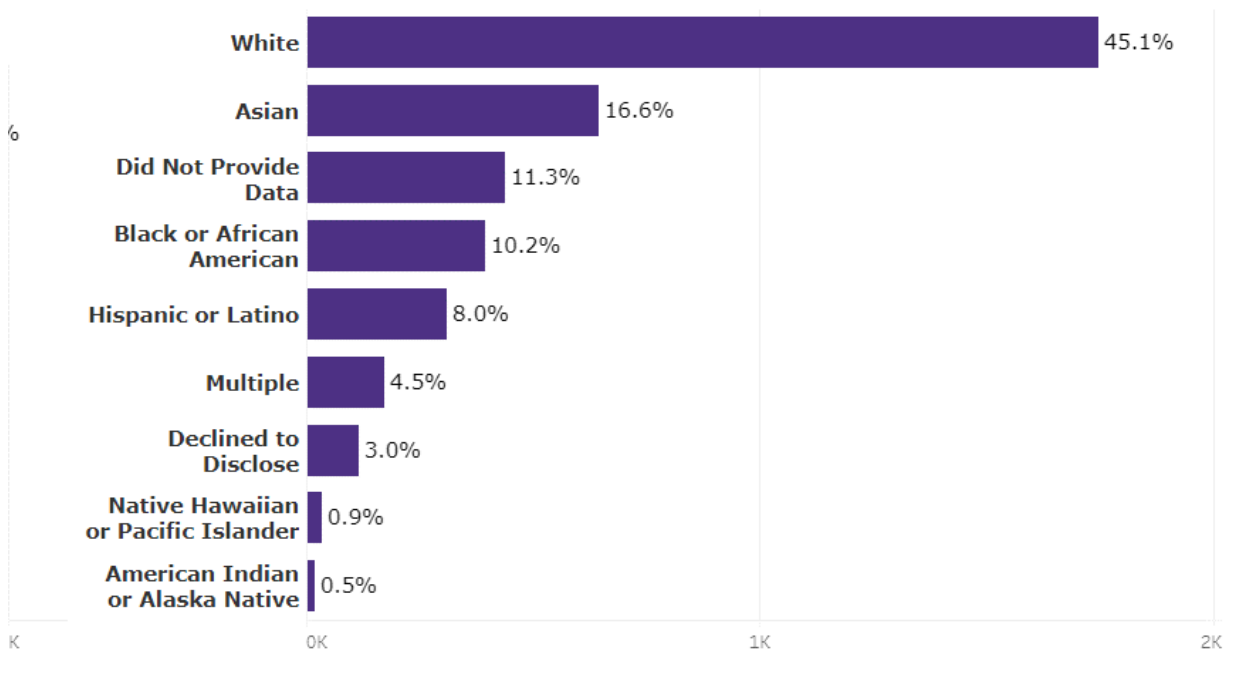FIGURE 59. **NEW HIRES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 3,875

Category	Percentage
White	45.1%
Asian	16.6%
Did Not Provide Data	11.3%
Black or African American	10.2%
Hispanic or Latino	8.0%
Multiple	4.5%
Declined to Disclose	3.0%
Native Hawaiian or Pacific Islander	0.9%
American Indian or Alaska Native	0.5%

FIGURE 60. **CHANGE JOBS** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 3,081

Category	Percentage
White	48.3%
Asian	20.5%
Hispanic or Latino	8.4%
Black or African American	7.0%
Multiple	5.7%
Did Not Provide Data	5.6%
Declined to Disclose	3.0%
Native Hawaiian or Pacific Islander	0.9%
American Indian or Alaska Native	0.7%
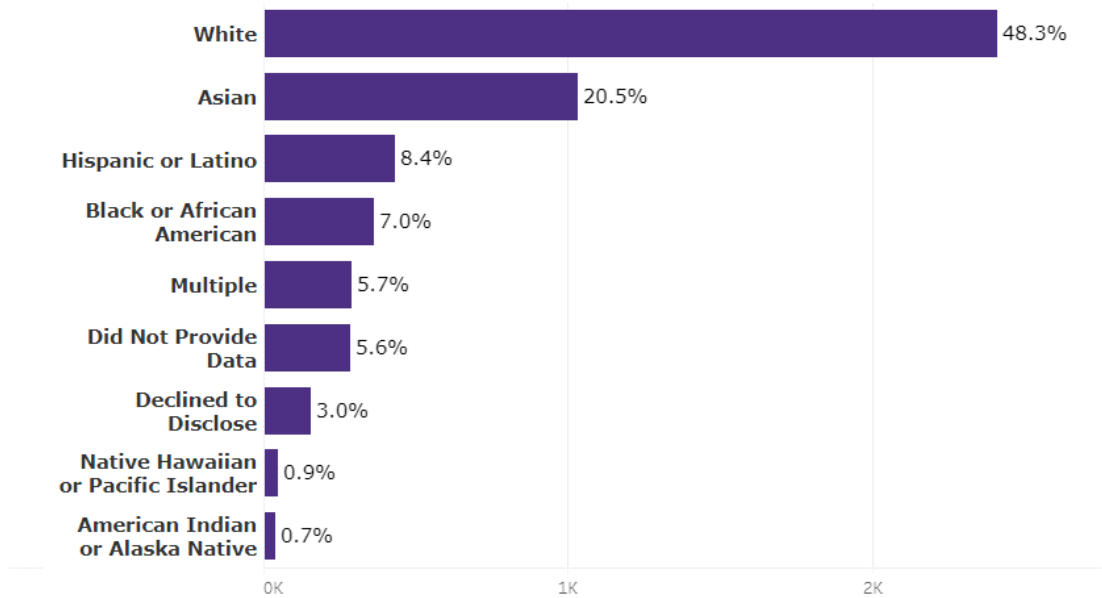
FIGURE 61. **REHIRES**　　　　　　　　► ALL LOCATIONS (JAN 2023 – DEC 2023) ► N = 800

White — 41.6%

Asian — 26.4%

Hispanic or Latino — 10.3%

Black or African American — 8.1%

Multiple — 4.9%

Did Not Provide Data — 4.6%

Declined to Disclose — 3.1%

American Indian or Alaska Native — 0.5%

Native Hawaiian or Pacific Islander — 0.5%
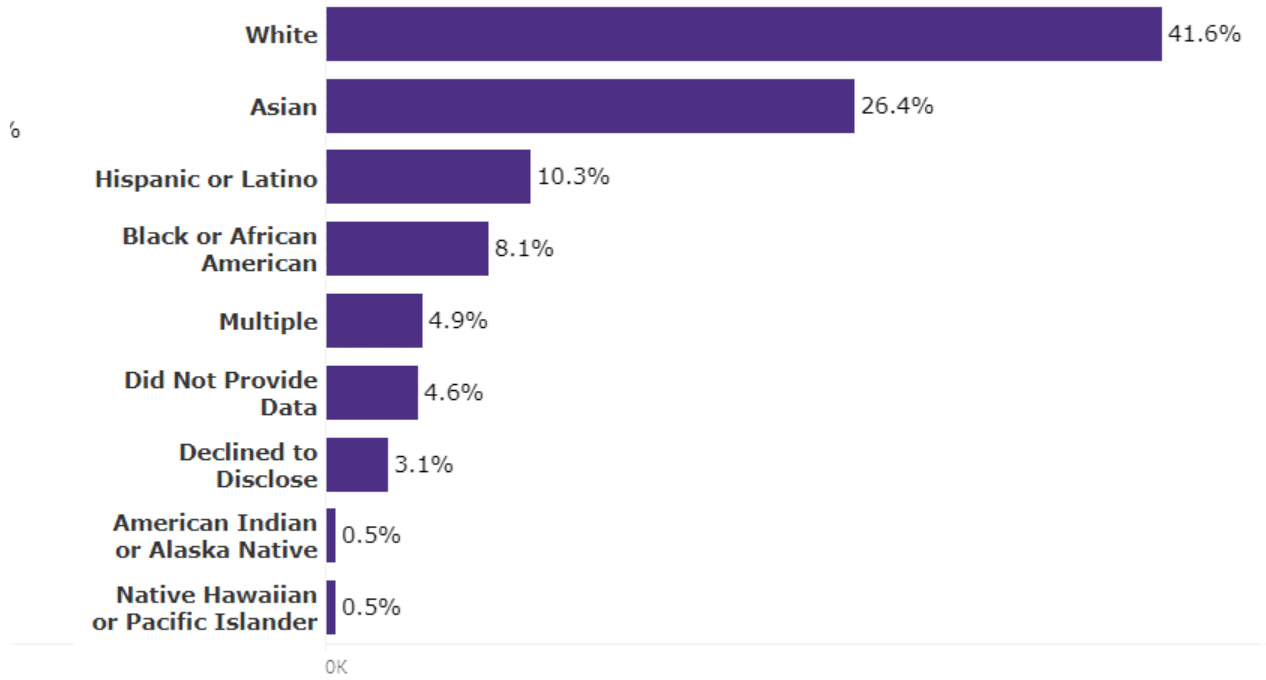
Applicant journey — Professional Staff grades 11–14

FIGURE 62. APPLICANTS ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 5,494

FIGURE 63. CANDIDATES ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 2,506

FIGURE 64. **NEW HIRES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 76

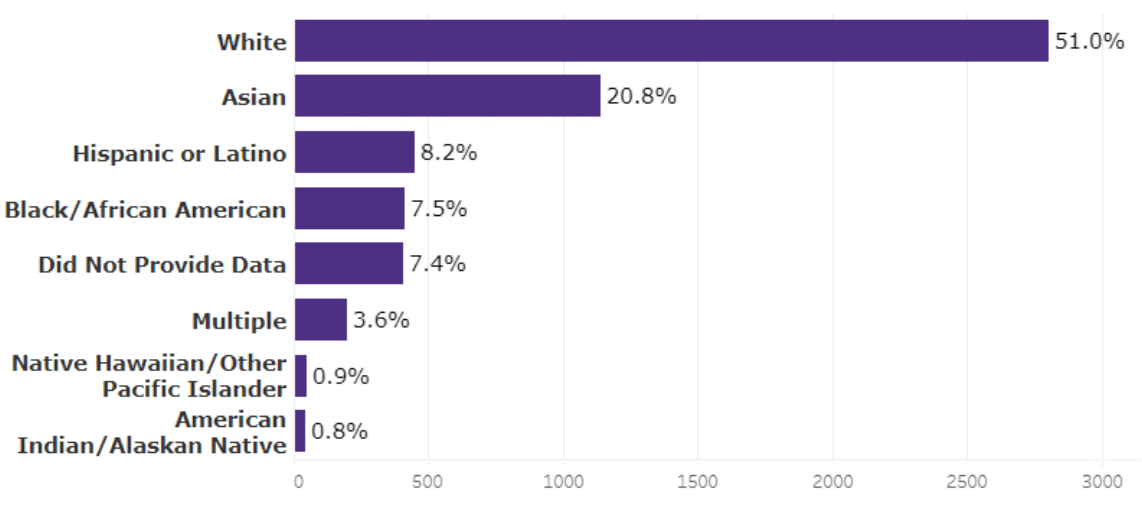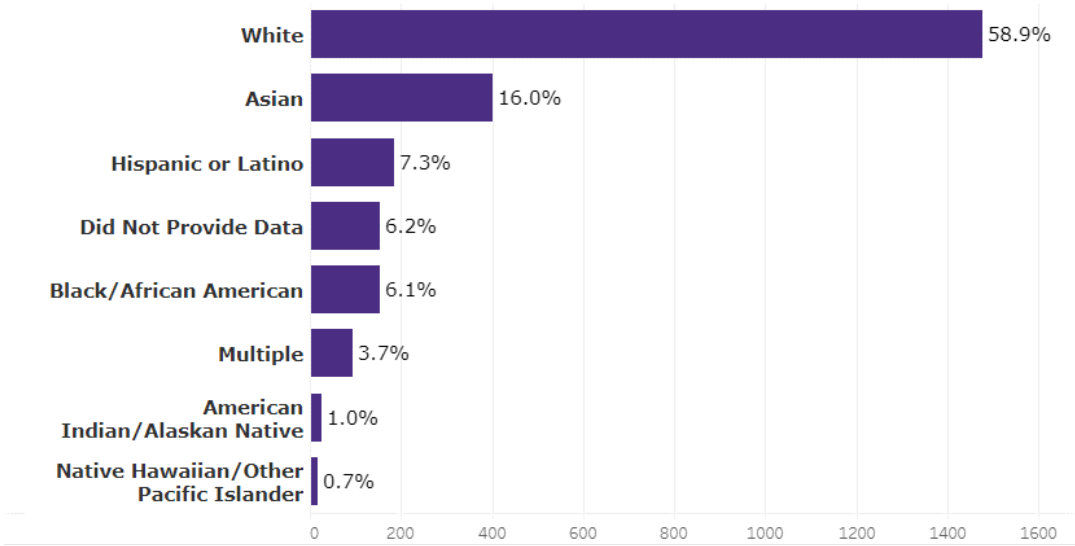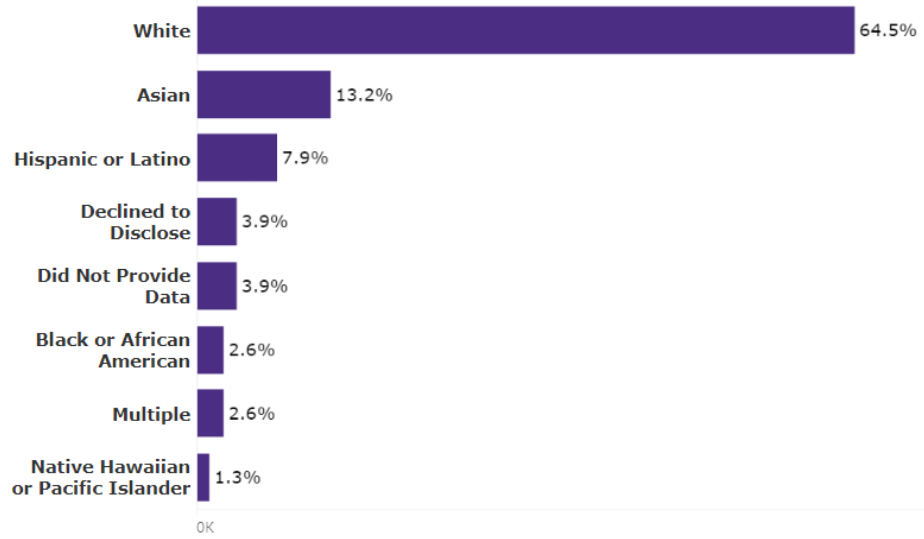White — 64.5%
Asian — 13.2%
Hispanic or Latino — 7.9%
Declined to Disclose — 3.9%
Did Not Provide Data — 3.9%
Black or African American — 2.6%
Multiple — 2.6%
Native Hawaiian or Pacific Islander — 1.3%

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FIGURE 65. **CHANGE JOBS** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 90

White — 68.9%
Asian — 12.2%
Black or African American — 5.6%
Declined to Disclose — 3.3%
Hispanic or Latino — 3.3%
Did Not Provide Data — 4.4%
American Indian or Alaska Native — 1.1%
Multiple — 1.1%

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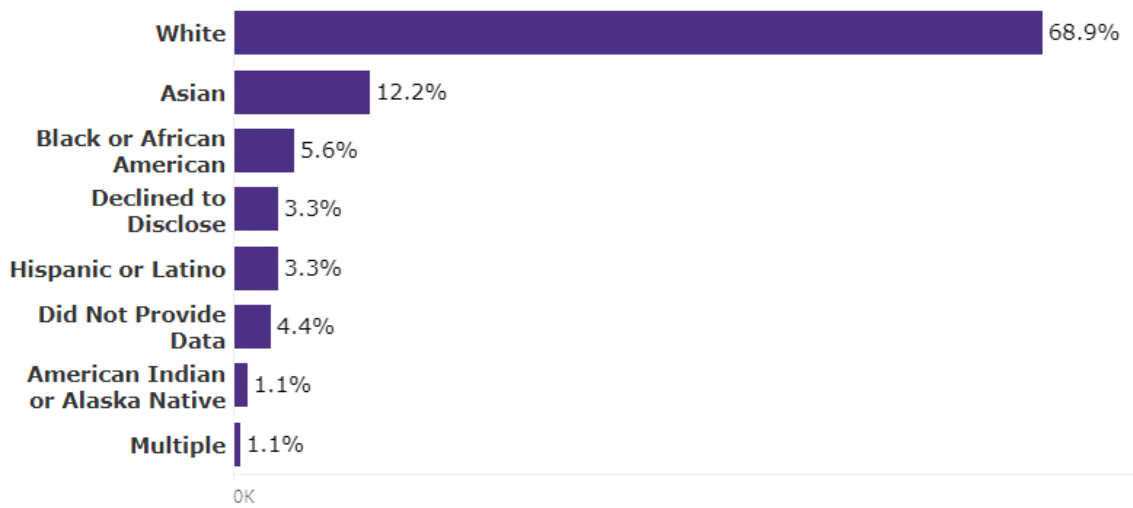
FIGURE 66. **REHIRES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 9

White — 66.7%
Black or African American — 22.2%
Declined to Disclose — 11.1%

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Applicant journey – Professional Staff grades 8–10

FIGURE 67. **APPLICANTS**   ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 70,624
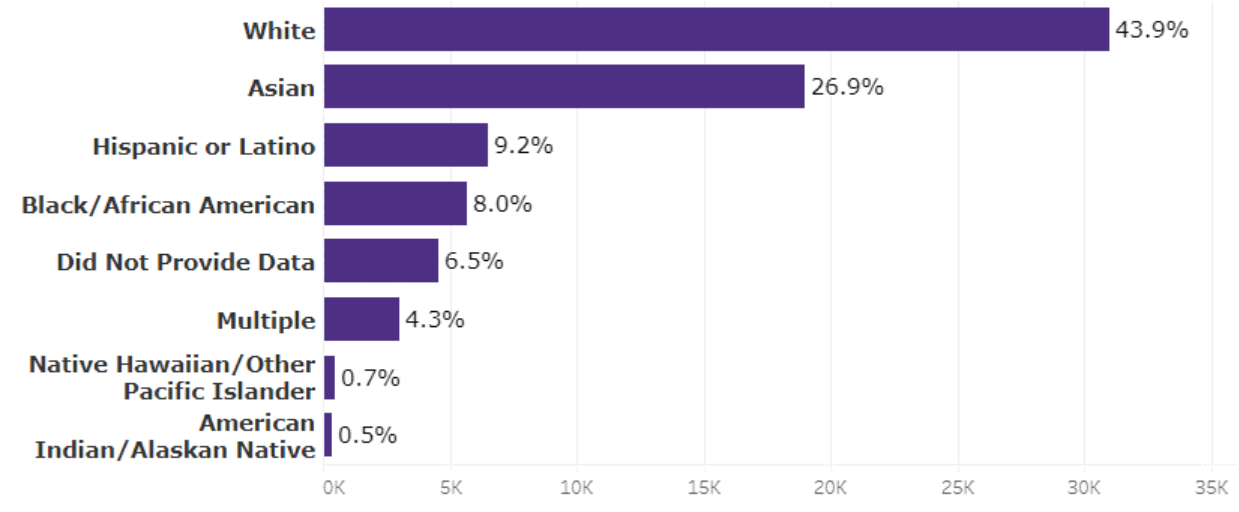
FIGURE 68. **CANDIDATES**   ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 28,543

FIGURE 69. **NEW HIRES**   ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 571

FIGURE 69. **NEW HIRES**

Category	Percent
White	57.8%
Asian	15.4%
Hispanic or Latino	8.9%
Black or African American	7.0%
Multiple	4.2%
Declined to Disclose	3.2%
Did Not Provide Data	2.5%
Native Hawaiian or Pacific Islander	0.7%
American Indian or Alaska Native	0.4%
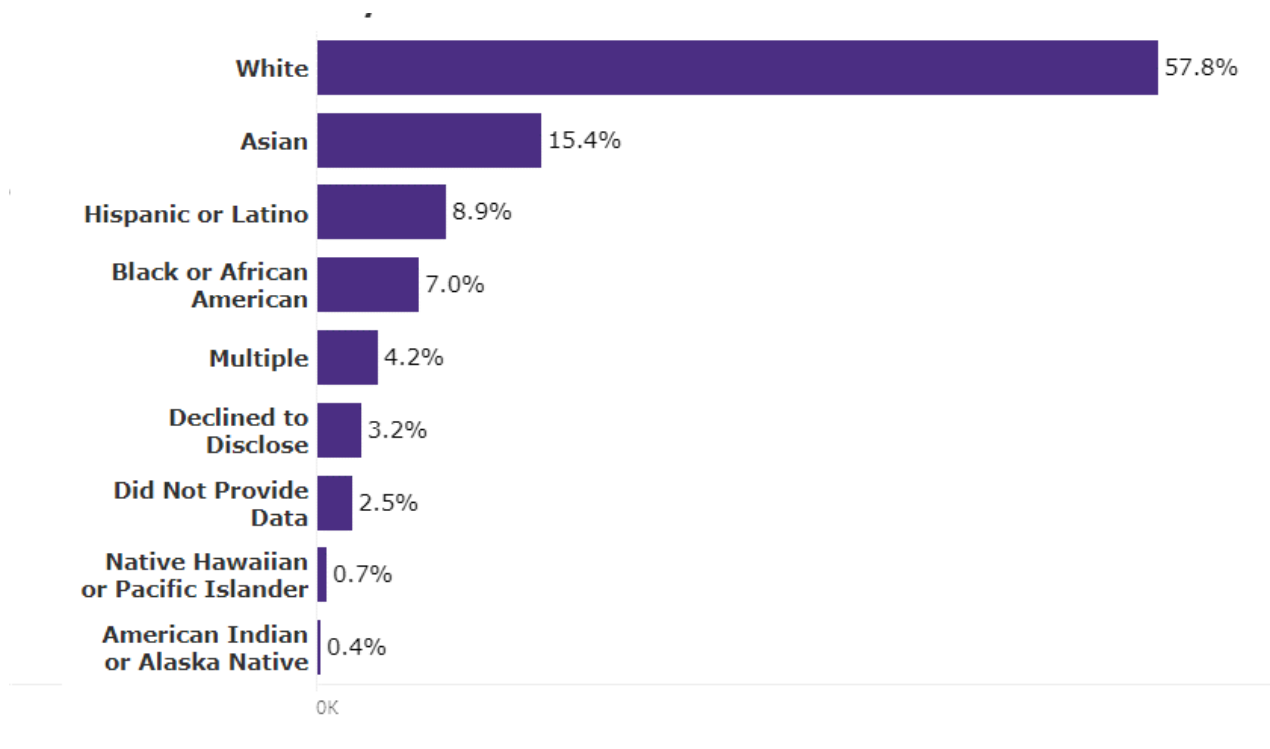
FIGURE 70. **CHANGE JOBS**   ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 711

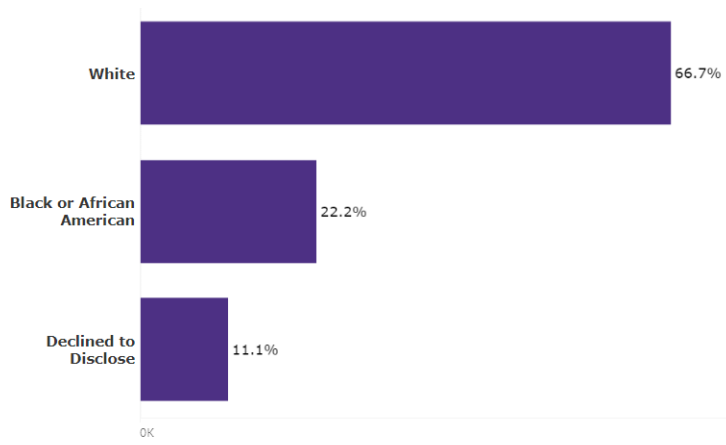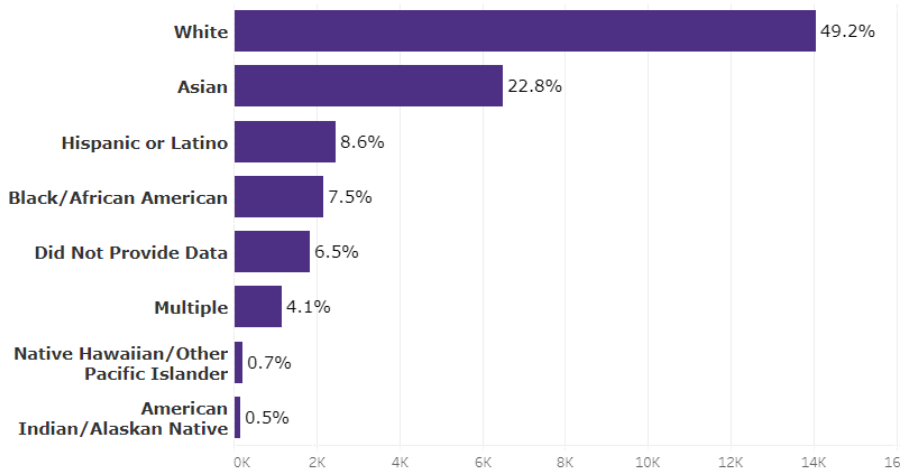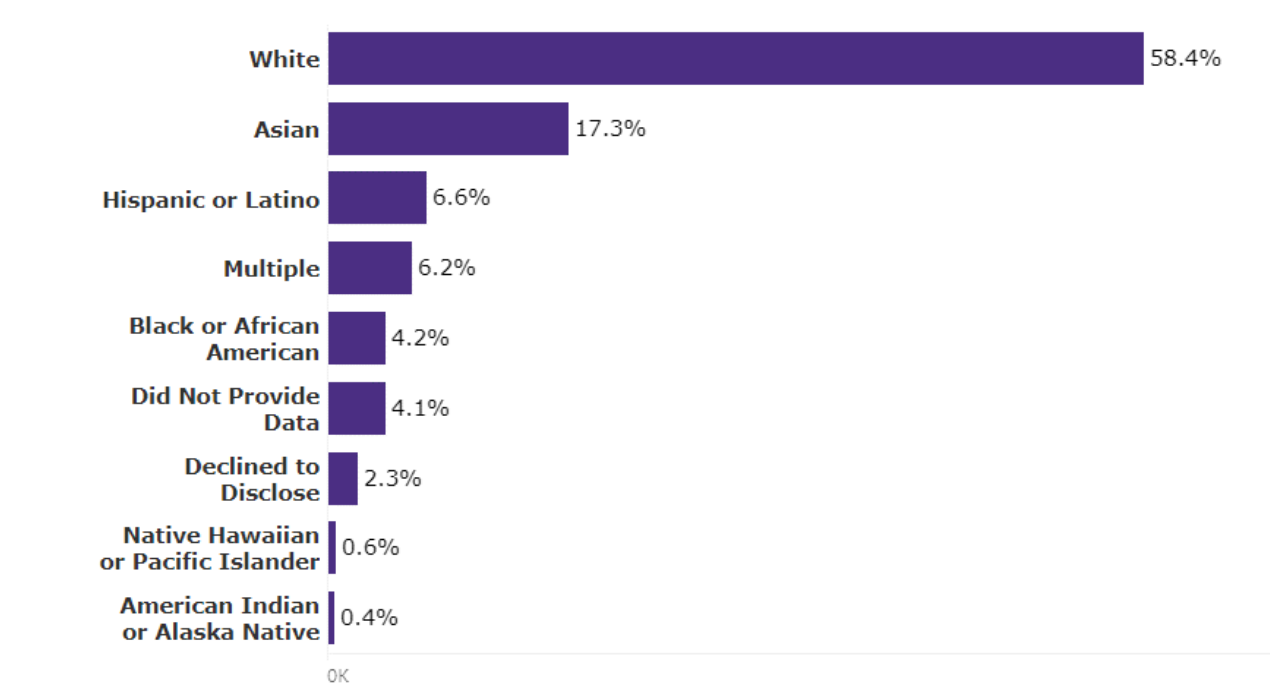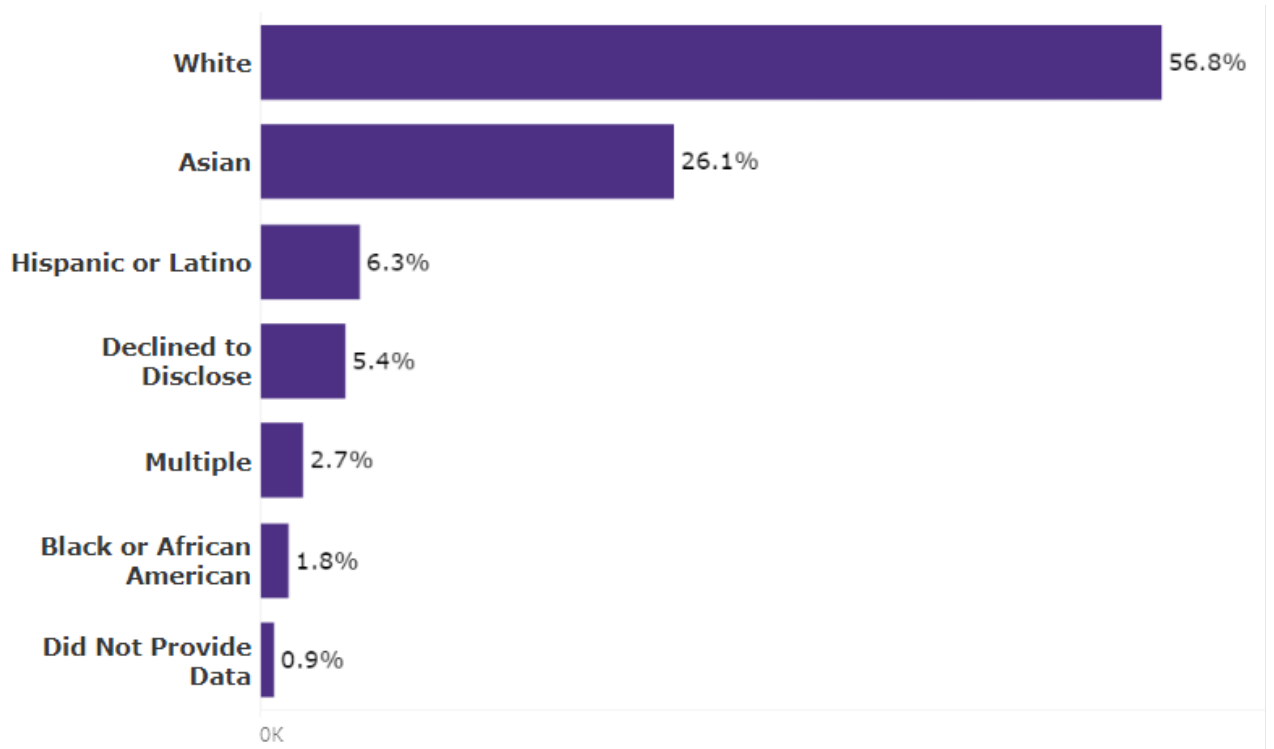| Category	Percent
White	58.4%
Asian	17.3%
Hispanic or Latino	6.6%
Multiple	6.2%
Black or African American	4.2%
Did Not Provide Data	4.1%
Declined to Disclose	2.3%
Native Hawaiian or Pacific Islander	0.6%
American Indian or Alaska Native	0.4%

FIGURE 71. **REHIRES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 111

Applicant journey – Professional Staff grades 5–7

FIGURE 72. **APPLICANTS** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 56,665

White — 45.5%
Asian — 24.8%
Hispanic or Latino — 11.2%
Black/African American — 6.7%
Multiple — 5.5%
Did Not Provide Data — 5.3%
Native Hawaiian/Other Pacific Islander — 0.5%
American Indian/Alaskan Native — 0.5%
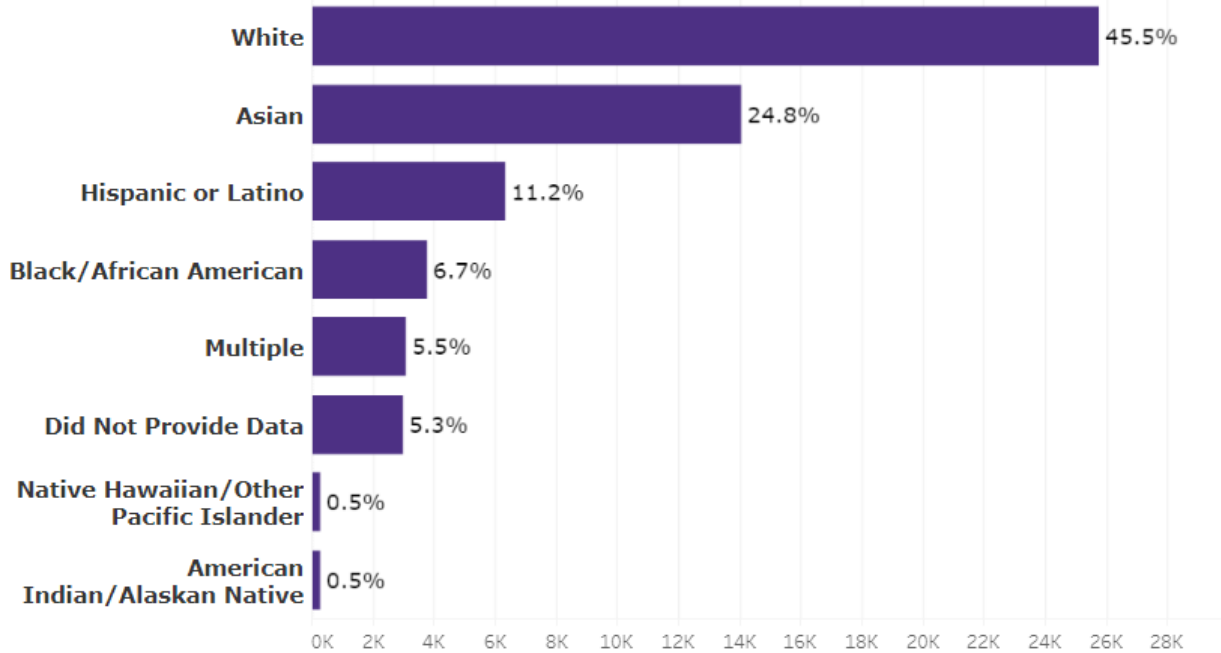
FIGURE 73. **CANDIDATES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 24,619

White — 47.3%
Asian — 24.4%
Hispanic or Latino — 10.6%
Black/African American — 6.2%
Did Not Provide Data — 5.3%
Multiple — 5.2%
Native Hawaiian/Other Pacific Islander — 0.5%
American Indian/Alaskan Native — 0.5%

FIGURE 74. **NEW HIRES**   ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 409

FIGURE 74. **NEW HIRES**

Category	Percentage
White	52.3%
Asian	18.6%
Hispanic or Latino	8.8%
Black or African American	6.8%
Multiple	5.4%
Did Not Provide Data	3.9%
Declined to Disclose	3.2%
Native Hawaiian or Pacific Islander	0.7%
American Indian or Alaska Native	0.2%
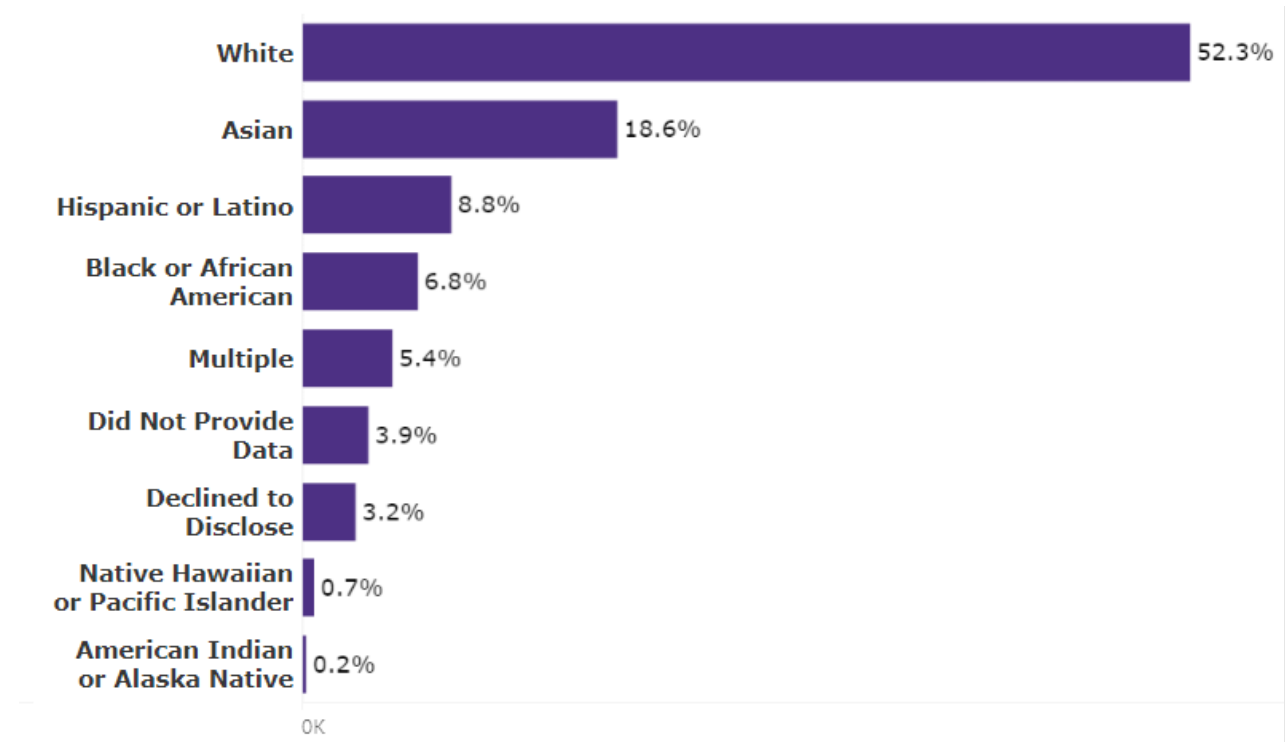
FIGURE 75. **CHANGE JOBS**   ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 478

Category	Percentage
White	51.5%
Asian	22.0%
Hispanic or Latino	10.3%
Multiple	6.9%
Black or African American	3.3%
Did Not Provide Data	2.9%
Declined to Disclose	2.3%
Native Hawaiian or Pacific Islander	0.4%
American Indian or Alaska Native	0.4%

FIGURE 76. **REHIRES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 141

Applicant journey — Other Exempt Staff

FIGURE 77. **APPLICANTS** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 19,785

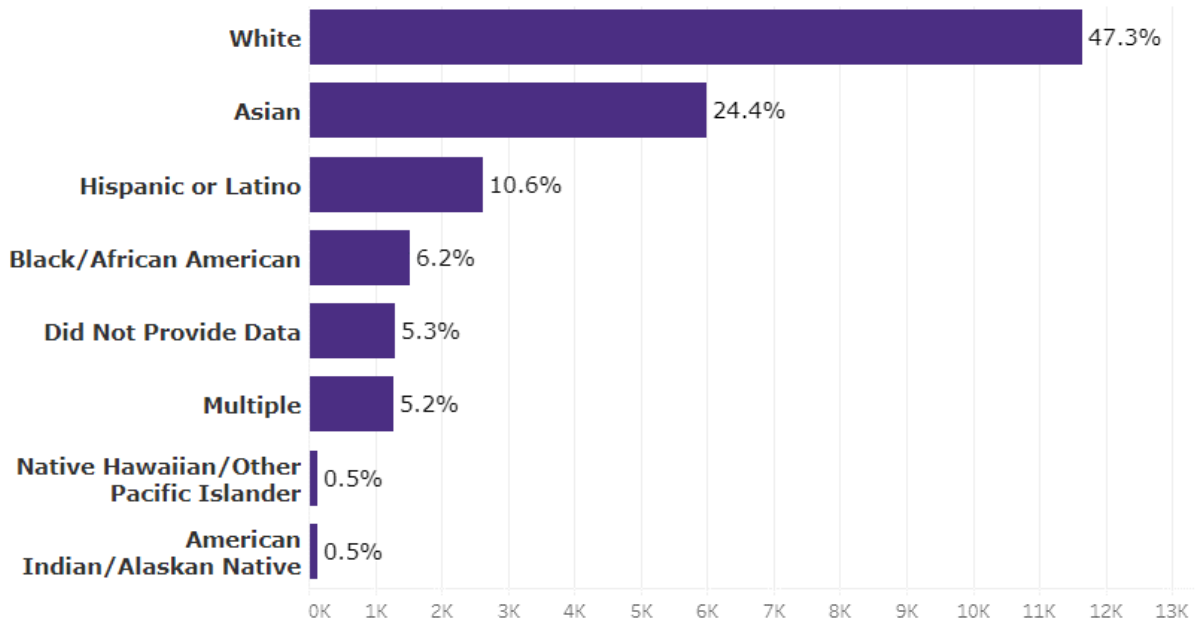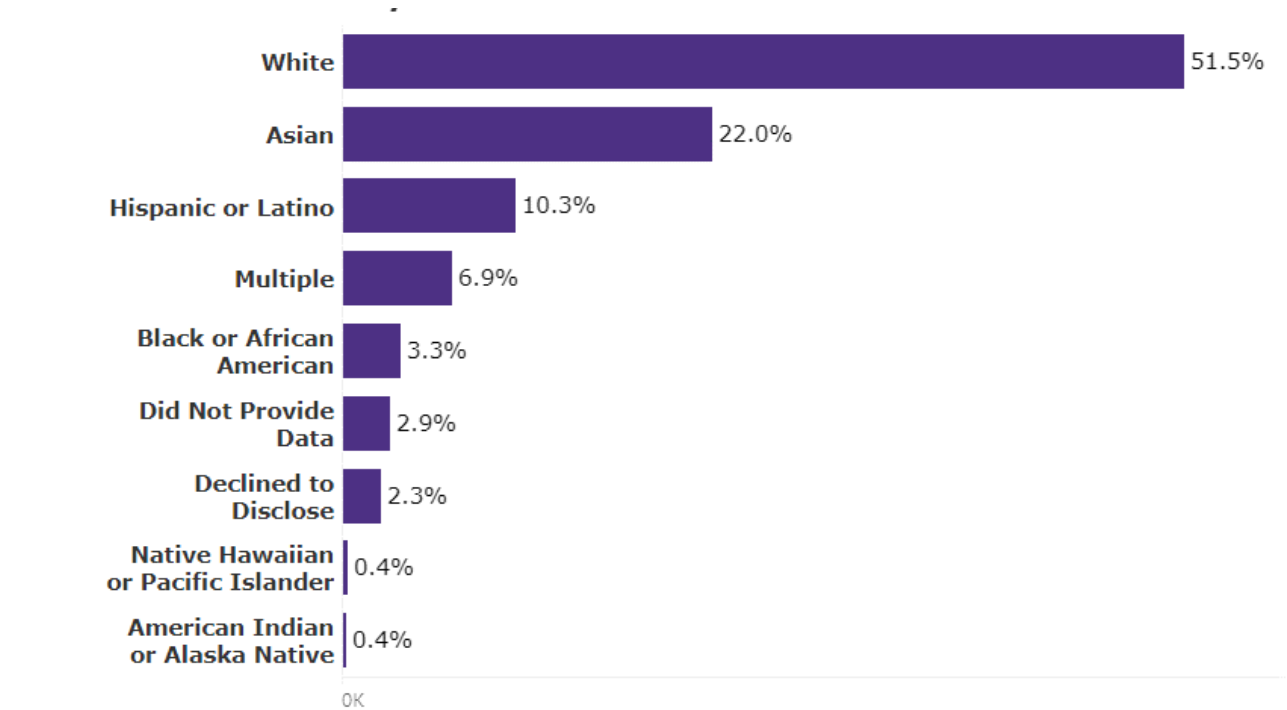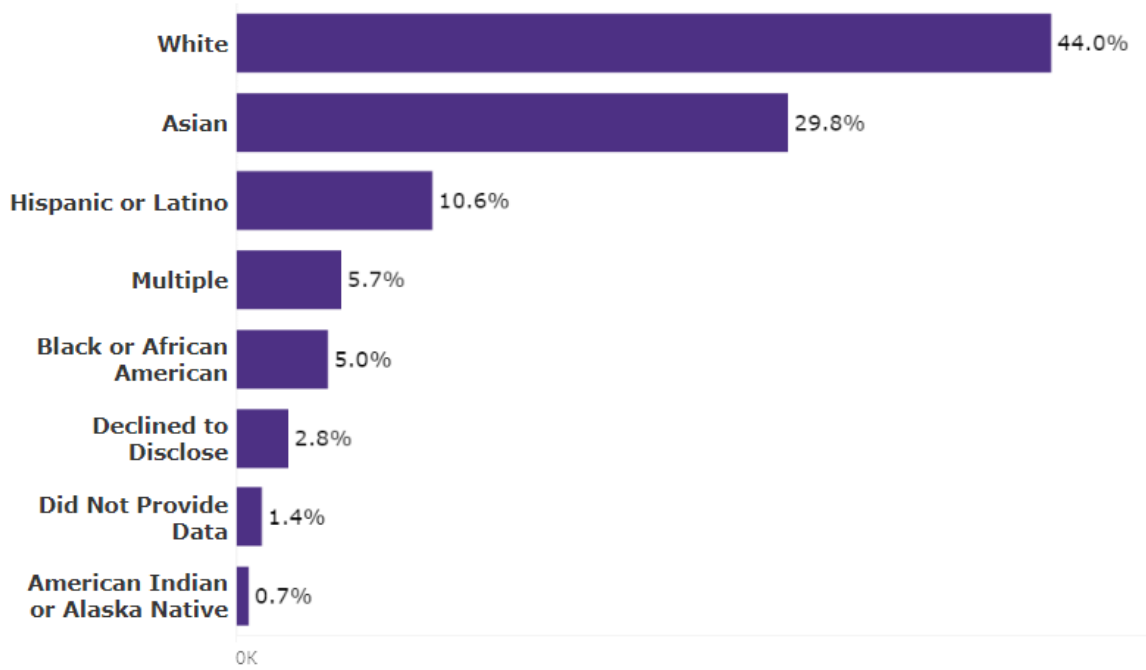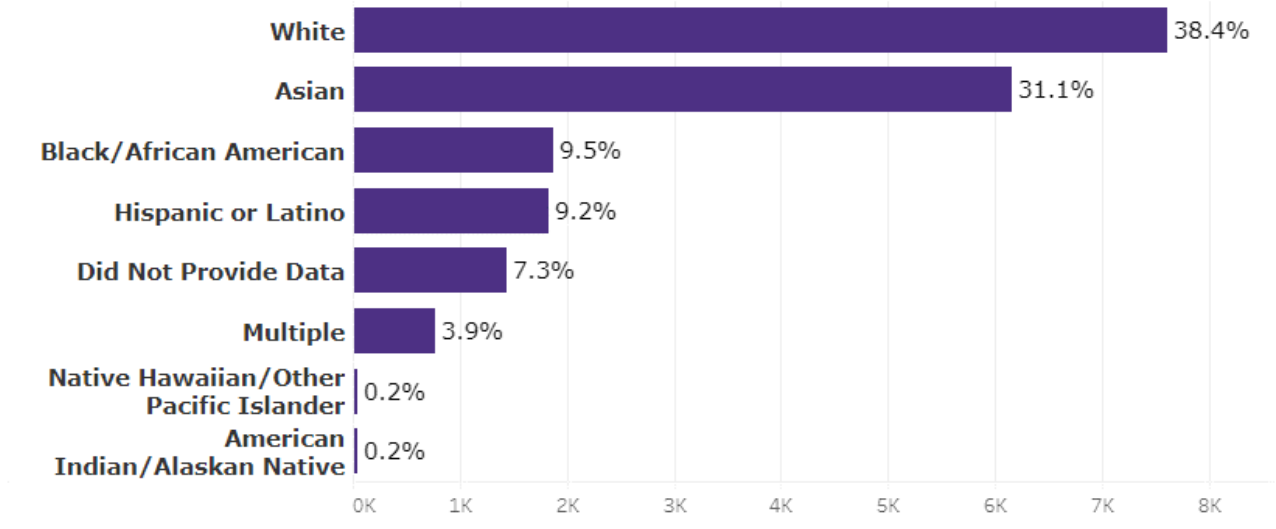*FIGURE 78.* **CANDIDATES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 8,760

White	59.0%
Asian	16.4%
Did Not Provide Data	9.8%
Black or African American	6.6%
Multiple	4.9%
Declined to Disclose	3.3%

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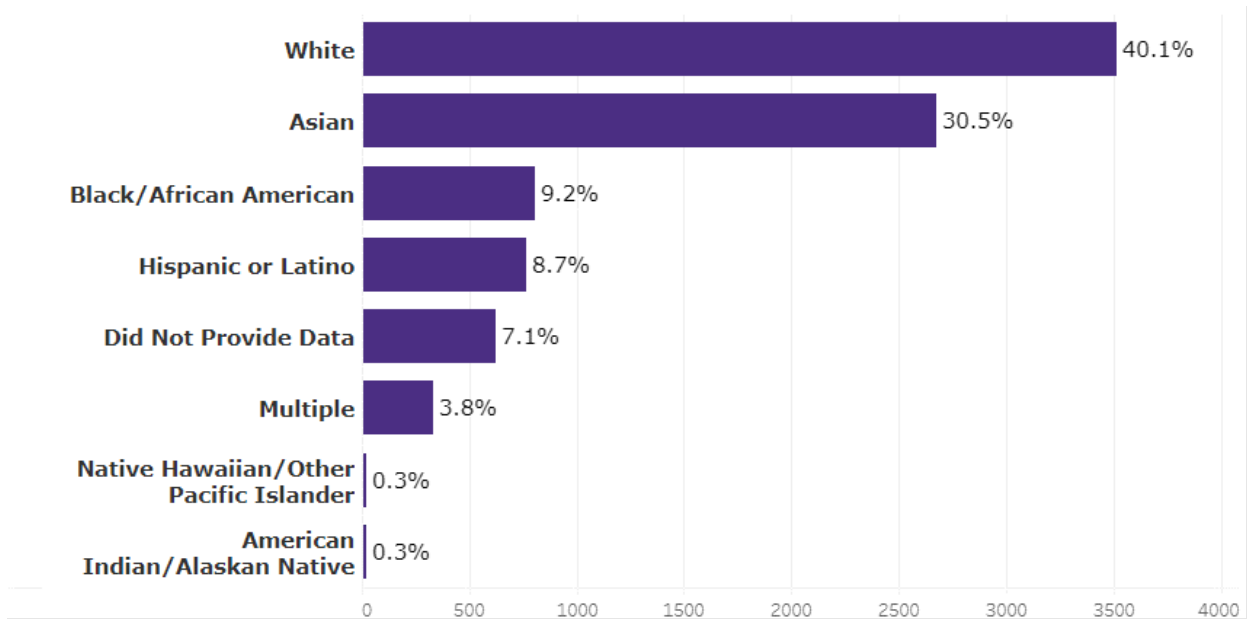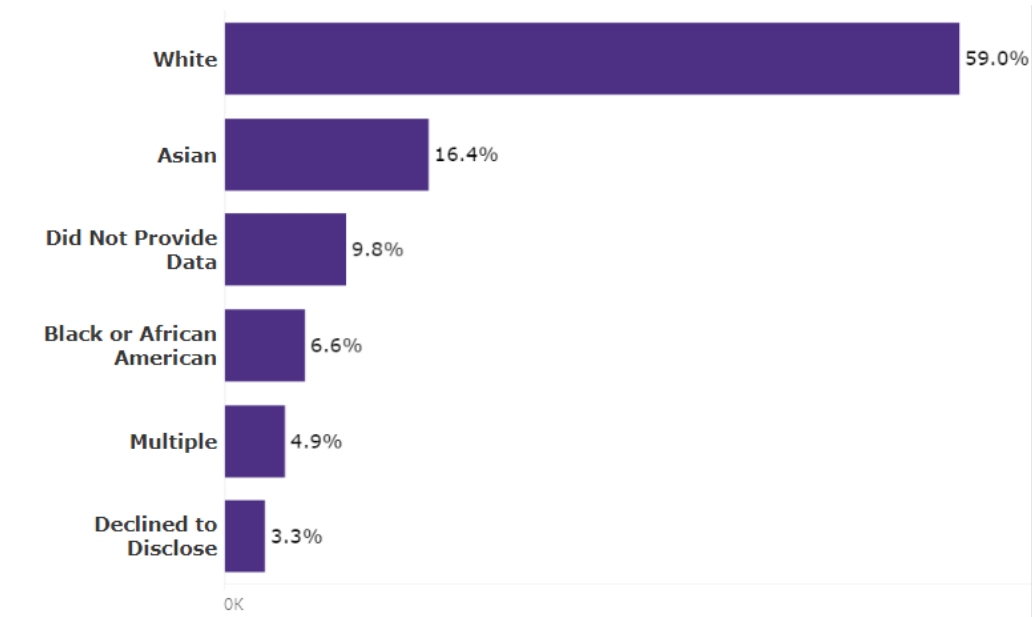
FIGURE 80. **CHANGE JOBS**   ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 60

White	58.3%
Asian	16.7%
Hispanic or Latino	8.3%
Declined to Disclose	8.3%
Multiple	5.0%
Black or African American	1.7%
Did Not Provide Data	1.7%

0K
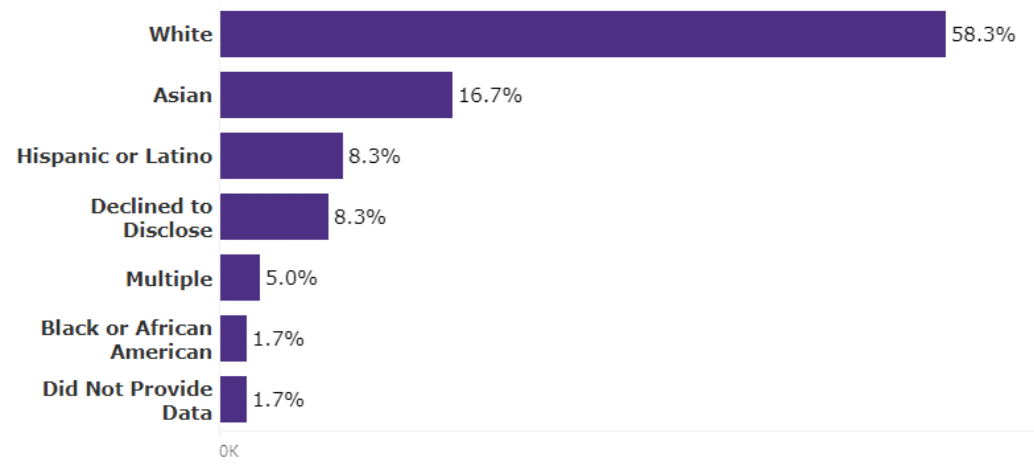
FIGURE 81. **REHIRES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 27

Race/Ethnicity	Percentage
White	66.7%
Hispanic or Latino	11.1%
Black or African American	7.4%
American Indian or Alaska Native	3.7%
Asian	3.7%
Declined to Disclose	3.7%
Multiple	3.7%
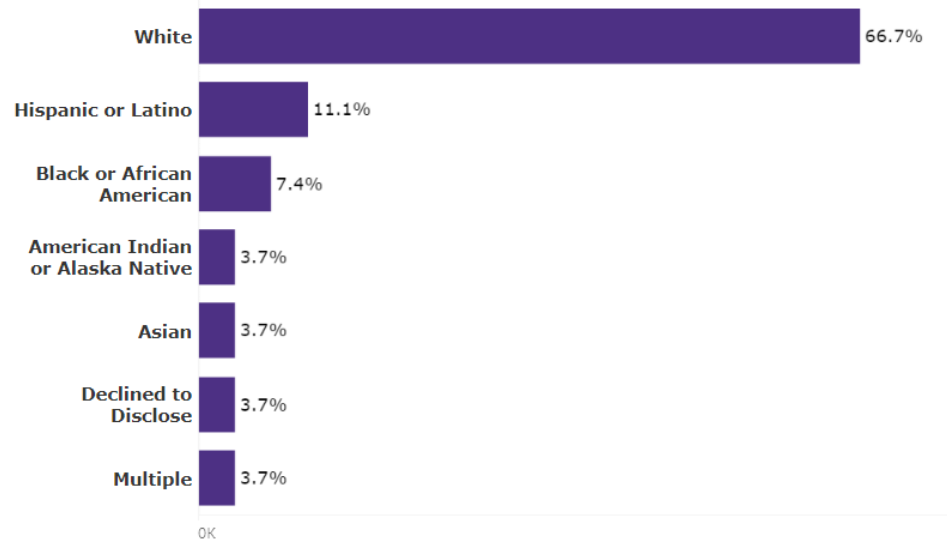
Applicant journey – Classified Staff

FIGURE 82. APPLICANTS ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 103,768

Race/Ethnicity	Percentage
White	40.4%
Asian	22.6%
Hispanic or Latino	12.2%
Black/African American	11.8%
Multiple	6.2%
Did Not Provide Data	5.1%
Native Hawaiian/Other Pacific Islander	1.2%
American Indian/Alaskan Native	0.6%
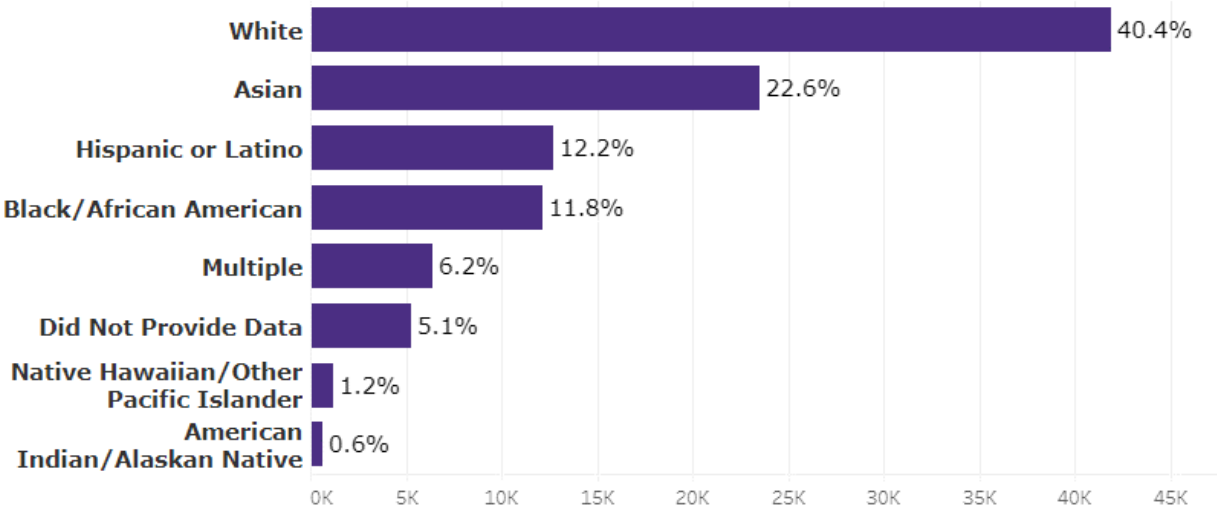
FIGURE 83. CANDIDATES ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 62,219

Race/Ethnicity	Percentage
White	41.5%
Asian	22.6%
Hispanic or Latino	12.0%
Black/African American	11.1%
Multiple	6.3%
Did Not Provide Data	4.9%
Native Hawaiian/Other Pacific Islander	1.1%
American Indian/Alaskan Native	0.6%
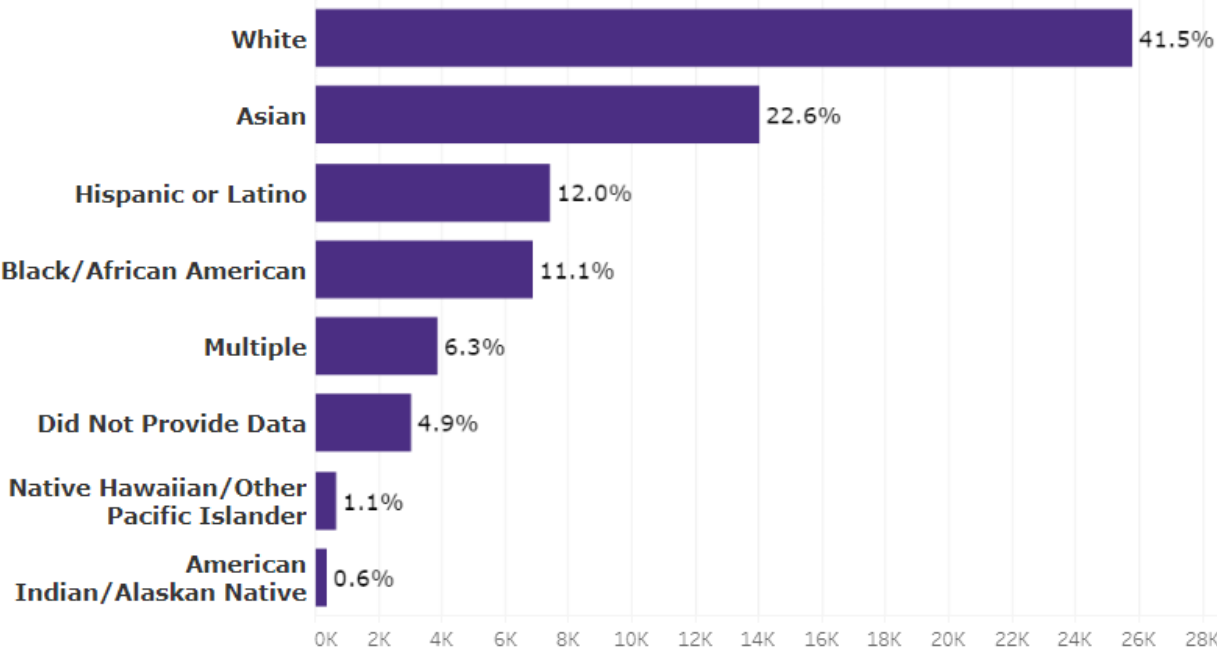
FIGURE 84. **NEW HIRES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 2,739

White — 40.4%
Asian — 16.7%
Did Not Provide Data — 14.5%
Black or African American — 11.6%
Hispanic or Latino — 7.8%
Multiple — 4.5%
Declined to Disclose — 2.9%
Native Hawaiian or Pacific Islander — 0.9%
American Indian or Alaska Native — 0.5%
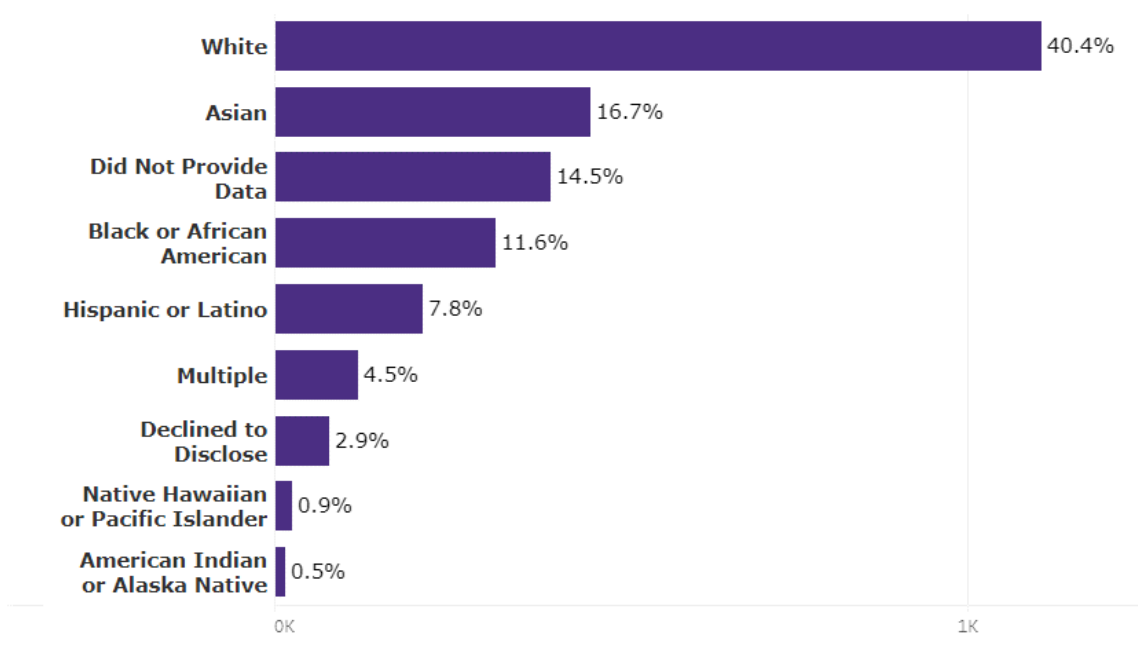
FIGURE 85. **CHANGE JOBS** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 1,732

White — 41.6%
Asian — 22.1%
Black or African American — 9.4%
Hispanic or Latino — 8.9%
Did Not Provide Data — 7.1%
Multiple — 5.5%
Declined to Disclose — 3.3%
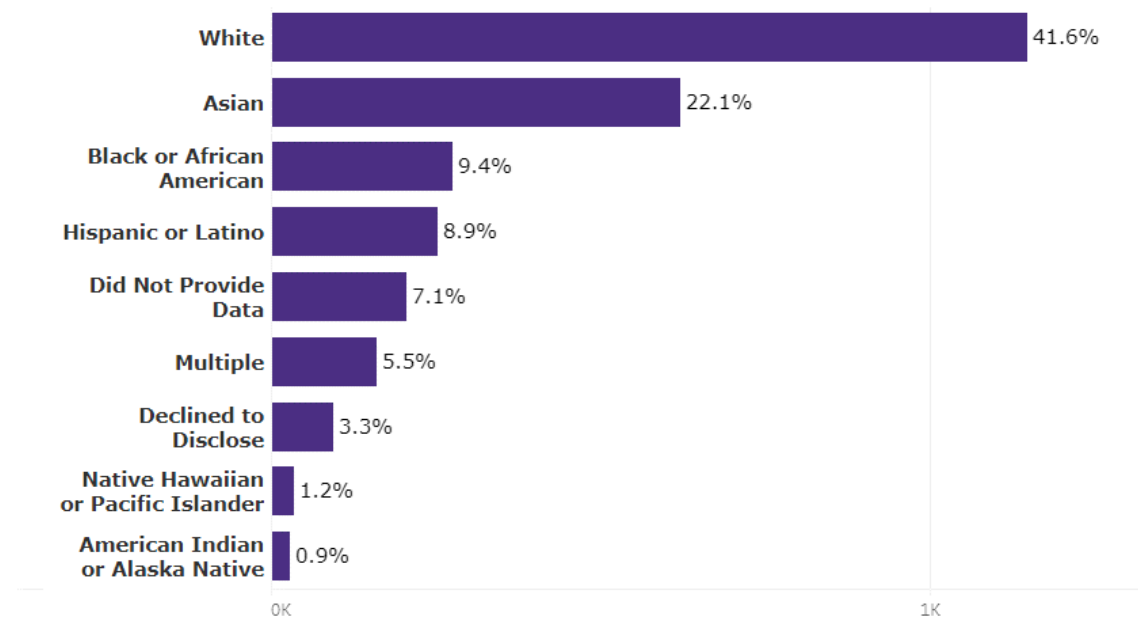Native Hawaiian or Pacific Islander — 1.2%
American Indian or Alaska Native — 0.9%

FIGURE 86. **REHIRES** ▶ ALL LOCATIONS (JAN 2023 – DEC 2023) ▶ N = 507

White	35.9%
Asian	27.2%
Hispanic or Latino	11.2%
Black or African American	10.3%
Did Not Provide Data	6.7%
Multiple	4.9%
Declined to Disclose	2.6%
Native Hawaiian or Pacific Islander	0.8%
American Indian or Alaska Native	0.4%

0K